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## EMBARGOED UNTIL 3pm WEDNESDAY 29 NOVEMBER 2017

### Agenda

Date **Wednesday 29 November 2017**  
Time 3.00pm  
Venue Council Chamber, Matariki

Refer to  
Page No.

1. APOLOGIES:
  2. CONFLICTS OF INTEREST  
*Every Member has an obligation to declare any material interests relevant to any University of Canterbury activities and to ensure that any conflict arising from the material interests is noted and managed appropriately*
  3. MINUTES (25 October 2017) 1-6
  4. MATTERS ARISING
- PART ONE: REPORTS**
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5.2 2017 Council Work Plan (to be tabled)  
5.3 Degrees conferred in absentia
  6. FROM THE VICE-CHANCELLOR  
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  8. FROM THE ACADEMIC BOARD  
8.1 Academic Board Review Timeline 59  
8.2 Academic Board Report 61-103
  9. PUBLIC EXCLUDED MEETING

Motion by the Chancellor for Resolution to Exclude the Public Pursuant to s48 of the Local Government Official Information and Meetings Act 1987:

**I move that the public be excluded from the following parts of the proceedings of this meeting, namely:**

<b>Item on Public Excluded Agenda</b>	<b>General Subject Matter</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Grounds under section 48(1) for the passing of this resolution</b>
4	Minutes of the meeting held on 30 October with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6 6.1	<b>From the Chancellor</b> Emeritus Professor	To protect the privacy of natural persons	7(a)
6.2	Honours and Appointments Committee	To protect the privacy of natural persons	7(a)
7.	<b>From the Vice-Chancellor</b> Risk Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.	<b>From the Finance, Planning and Resources Committee</b>	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h) 7(f)(i) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(h) 7(f)(i) 7(h) 7(h) 7(h)
8.1	UC Futures Update - Summary Report - GOG Agenda - CETF Completion Strategy		
8.2	2018 Finance and EFTS Budgets		
8.3	Graduate House		
8.4	UCSA - Deed - Ngaio Marsh Theatre - Licence to Occupy		
8.5	Fire Service Update		
8.6	Communication Disorders Business Case		
8.7	Impairment 31 December 2017		
8.8	Revaluation 31 December 2017		
8.9	Financial Forecast Report		
9. 9.1	<b>Strategic Discussion</b>		

	LU Transformation Board Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	
10.	<b>Council Only Time</b>		
10.1	Election of Chancellor and Pro-Chancellor	To protect the privacy of natural persons	7(a)
10.2	Vice-Chancellor Appointment Committee	To protect the privacy of natural persons To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(a) 7(h)

**I also move that the Deputy Registrar, UC Directors and the University Council Co-ordinator be permitted to remain at this meeting because of their knowledge of the various matters being discussed. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.**

10. REPORT FROM THE PUBLIC EXCLUDED SESSION
11. GENERAL BUSINESS
12. NEXT MEETING –Wednesday 31 January 2017 at 4.00pm



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## Minutes

Date	<b>Wednesday 25 October 2017</b>
Time	4.20pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Ms Sue McCormack (Pro-Chancellor), Dr Rod Carr (Vice-Chancellor), Mr James Addington, Mr Peter Ballantyne, Dr Rosemary Banks, Ms Catherine Drayton, Professor Roger Nokes, Mr Warren Poh, Mr Malcolm Peterson Scott, Mr Shayne Te Aika, Mr Steve Wakefield.
Apologies	Mr Poh's apology was withdrawn
In Attendance	Mr Jeff Field, Registrar and University Council Secretary Professor Ian Wright, DVC Ms Alex Hanlon, Executive Director, Learning Resources Mr Darryn Russell, AVC Māori Ms Robyn Nuthall, UC Futures Programme Manager Mr Bruce White, Deputy Registrar Mr Josh Proctor, UCSA President-elect Mrs Raewyn Crowther, Council Co-ordinator
<b>CONFLICTS OF INTEREST</b>	None.
<b>MINUTES</b>	The minutes of the meeting held on 27 September 2017 were approved and signed as a correct record.
<b>MATTERS ARISING</b>	None.
<b>FROM THE CHANCELLOR</b>	<b>Chancellor's Meetings</b> The schedule of meetings was provided for information.  <b>Council Work Plan 2017</b> An updated copy of the Work Plan was tabled and Mr Field noted the changes made, in particular: <ul style="list-style-type: none"><li>• December FPRC and Council meetings cancelled</li><li>• January 31 Council meeting confirmed but with no papers.</li><li>• The Primary Industry Partnership proposal would be the subject of a workshop prior to the Council meeting on 28 March 2018.</li></ul>

### **Degrees conferred in absentia**

The Chancellor advised Council that while the conferring of degrees in absentia was delegated to the Chancellor, this item would become a standing item on the Council agenda. This would ensure the degrees conferred by UC were part of the public record.

### **FROM THE VICE- CHANCELLOR**

#### **Monthly Report**

Dr Carr took his report as read and made two minor corrections. He then provided an update on a number of matters:

- Data from week 3 of the enrolment cycle was inconclusive. The target for new-to-UC domestic students was a 5% increase on 2017 and full fee-paying students a 9% increase. All the private halls of residence were already fully booked.
- David Teece had announced his resignation as Chair of the UC Foundation in the USA.
- Student First on-line enrolment had gone live today and by the end of the year would be available for all domestic enrolments.

Council noted in particular the Vice-Chancellor's concluding comments in his report, detailing his intentions for the remainder of his term as VC, quoted here:

- Ensuring a successful conclusion to 2017 including the opening of RRSIC 1, completion of CETF, close out of contracts with Fletchers and Hawkins, approval of a 2018 Budget consistent with a forecast of break even in 2019, effective engagement with prospective students and end of year graduations.
- Ensuring a successful 2018, including student enrolment in excess of budgets (especially from Canterbury High School leavers and full fee paying international students), occupation of Rehua, opening of the 90 additional beds at Dovedale, decommissioning of the Kirkwood and Dovedale Villages and reinstatement of the playing fields, completion of the UCSA building and the replacement of the von Haast building with the Beatrice Tinsley building - thereby completing the Science Precinct redevelopment, as well as initiating the redevelopment of Locke and Logie, addressing space needs for Business and Law and commencing the building of a new recreation centre.
- In 2018 I would like to see the Graduate Profile become well embedded in learning outcomes for all undergraduates and wide-spread use of the co-curricular record become established. I would like us to continue to develop our organisational culture to improve collaboration and address staff concerns about silos, communication and engagement. I would like to see UC continue to improve the efficient and effective use of resources including the use of staff time and space. I would like the student experience to be further enhanced through the delivery of new programmes, deployment of planned components of Student First and improved quality assurance of teaching. I would like UC to sustain or improve its international rankings, achieve record levels of research income and philanthropic support and meet its targets under the Crown Funding Agreement.

- Above all, by the time I leave and a new Vice-Chancellor is in office I would like UC to be focused on transformation and growth and have closed the chapter in its history that will be known for response and recovery. It will be a busy sixteen months. Momentum matters and the support and engagement of academic and general staff are enabling and inspiring our students. I continue to believe this is an extraordinary institution, in exceptional times, facing amazing opportunities.

Moved

***That: The Vice Chancellor's Report be received and the concluding comments be endorsed.***

Carried

**FROM THE FINANCE,  
PLANNING AND  
RESOURCES  
COMMITTEE**

The Chair of the Finance, Planning and Resources Committee, (FPRC) Ms Drayton, presented her report from the meeting on 16 October, summarising the discussion at that meeting.

**Monthly Financial Report to 30 September 2017**

The special accounting treatment regarding furniture was noted.

Moved

***That: Council note the Monthly Financial Report to 30 September 2017.***

Carried

**FROM THE AUDIT AND  
RISK COMMITTEE**

The Chair of the Audit and Risk Committee, Mr Peter Ballantyne, presented his report from the meeting on 16 October, summarising the discussion at that meeting.

**Health and Safety Report**

The report was still a work in progress that would be completed in 2018. Data collected would then be compared against benchmarks. Activities beyond campus were also included in the work programme.

Moved

***That: Council note the Health, Safety and Wellbeing Report.***

Carried

**Audit Arrangements**

The Audit arrangement letters had been received from Audit New Zealand, detailing the arrangements for the annual audit and the audit programme. A slight reduction in the fee was noted. The Audit and Risk Committee did not feel the need to consider a change of auditor.

Moved

***That: Council approve the Chancellor signing the audit proposal and audit arrangement letters.***

Carried

### **Official Information Act Requests Report**

The nil result for UC reported by the Ombudsman's Office was pleasing and the downward trend in numbers of requests received was noted. Harassment was a common theme across all universities.

Moved

***That: Council note the Official Information Act Requests Report.***

Carried

### **FROM THE ACADEMIC BOARD**

Professor Ian Wright presented the report from the meeting of the Academic Board noting that:

- The review group was nearing the end of its work and Professor Burrows and Dr Mann would meet with them before the Review went to Academic Board and Council early next year. The Chancellor stressed the need for a timeline for the review to be fixed and adhered to.
- Recruiting for the AVC Academic role was underway
- The academic timetable for 2019 had been decided and would align with Lincoln University. This would allow for the delivery of joint programmes that were currently being developed.
- UC 2018 Calendar was now on-line and due to be printed in December.

Moved

***That: Council note the Academic Board Report.***

Carried

Graduating Year Reviews were also presented for:

- Subjects in the Master of Commerce and Bachelor of Commerce with Honours Degree
- Master of Counselling
- Accounting, Taxation and Information Systems in the PhD
- Water Resource Management in the PhD

He also noted that student numbers in the Bachelor of Commerce with honours course were significantly lower than expected. The College of Business and Law would be considering the future of this degree.

Moved

***That: Council approve the Graduating Year Reports for forwarding to CUAP.***

Carried



**PUBLIC EXCLUDED  
MEETING**

Moved

***That: the public be excluded from the following parts of the proceedings of this meeting, namely:***

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4	Minutes of the meeting held on 26 July 2017 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6	<b>From the Chancellor</b> Election of Chancellor and Pro-Chancellor	To protect the privacy of natural persons	7(a)
7.	<b>From the Vice-Chancellor</b>	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.	<b>From the Finance, Planning and Resources Committee</b>	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h) 7(f)(i) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(f)(i) 7(h) 7(f)(i) 7(h)
8.1	UC Futures Update - Summary Report - Q3 GOG Report - Rehua Update - CETF Contract Matters - RRSIC Contract Matters		
8.2	Student First Programme Project Stage Gate Report		
8.3	Identity Access Management Business Case Update		
8.4	Kirkwood/Dovedale Villages Decommissioning Business Case		
8.5	Building Names		
8.6	UCSA Building Project Report		
8.7	Financial Forecast Report		
9.	<b>From the Audit and Risk Committee</b>	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h) 7(f)(i)
9.1	Draft minutes of the Audit and Risk Committee meeting of 16 October 2017		

9.2	Strategic Risk Register Review	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.3	2017/18 Insurance Renewal	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
10.	<b>Strategic Discussion</b>	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
11.	<b>Vice-Chancellor Employment Committee</b>	To protect the privacy of natural persons	7(a)

*and that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matters to be discussed be permitted to remain at this meeting. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.*

Carried

**RETURN TO PUBLIC MEETING**

Members returned to public meeting at 6.14pm and confirmed the names of the West (formerly Rutherford) and Link (formerly Electrical Link) buildings.

**GENERAL BUSINESS**

There were no items of general business.

The meeting closed at 6.15pm

**NEXT MEETING**

The next meeting is scheduled for 3.00pm on Wednesday 29 November 2017.

SIGNED AS A CORRECT RECORD:

\_\_\_\_\_

DATE:

\_\_\_\_\_

# Memorandum

## Vice-Chancellor's Office

Email: [chancellor@canterbury.ac.nz](mailto:chancellor@canterbury.ac.nz)



<b>To:</b>	Council Members
<b>From:</b>	Dr John Wood, Chancellor
<b>Date:</b>	21 November 2017
<b>Subject:</b>	<b>CHANCELLOR'S MEETINGS</b>

I outline for you the key events I have attended on behalf of UC since the last Council meeting:

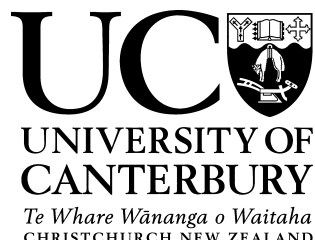
- UC Foundation Board of Trustees Meeting
- Book launch of Geoff Rice's new book
- Call on Peter Townsend, Chief Executive, Canterbury Employers Chamber of Commerce
- Canterbury History Foundation, Executive Committee
- Christchurch Symphony Orchestra Gala Evening
- UCSA 2017 Executive thank you function
- CDHB Quality and Innovation Awards – Overall winner UC Health Centre
- Blessing of the Engineering Core and wings
- Met with Minister Megan Woods
- Hosted the Chancellors Awards Dinner, opening of the Engineering Core and Council Awards
- Executive Committee meeting
- Finance, Planning and Resources Committee meeting
- Honours and Appointments Committee meeting
- Lunch meeting with PVC Sonia Mazey
- Attended NZUS Council AGM and reception
- Attended a function for the centenary of Bishop Julius Hall
- Attended GOG meeting and tour of RRSIC and CETF builds.

A handwritten signature in black ink that reads 'L.J. Wood'. The signature is written in a cursive, flowing style.

Dr John Wood  
**Chancellor**



Dr Rod Carr  
Vice-Chancellor  
Tel: +64 3 369 3836  
Email: [vice-chancellor@canterbury.ac.nz](mailto:vice-chancellor@canterbury.ac.nz)



**VICE-CHANCELLOR'S REPORT TO  
UNIVERSITY OF CANTERBURY COUNCIL NOVEMBER 2017**

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## **1. INTRODUCTION**

Examinations are over, marking is progressing, Graduation is just around the corner and summer school is about to start. Before we break for Christmas we hope to achieve practical completion of CETF and RRSIC Stage One and close out accounts for both projects. That will mark a significant milestone in the history of UC. Applications to enrol for 2018 are ahead of this time last year and external research income and philanthropic support for UC are likely to achieve record levels. Revenue is ahead of budget, costs have been contained and a challenging but realistic budget for 2018 and forecast for 2019, in line with the targets in the Crown Funding Agreement signed in 2014, reflect the efforts and achievements of many people over the past seven years.

Transformation and growth now dominate our agenda, with 2018 seeing the planned completion of the final stages of response and recovery.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

New Zealand now has a new Government and UC has taken the initiative in writing a briefing for our new Minister of Education, the Hon Chris Hipkins, and the Associate Ministers, the Hon Kelvin Davis, (Māori Education), the Hon Jenny Salesa, and the Hon Tracey Martin. The briefing outlines the nature and substance of the UC Futures Crown Funding Agreement, which is the agreement signed in September 2014 for additional funding to support the recovery of the University. It also outlines the University's good progress in defining UC's graduate outcomes, growing student enrolment, financial recovery and the transformation of learning spaces at UC which has been able to be achieved through our rebuild.

### **2.2 Rutherford Regional Science and Innovation Centre (RRSIC)**

UC eagerly awaits the completion of Stage One of the RRSIC project as construction closes and commissioning nears its end. The project team are reporting overall construction progress to be at 99%, the fit-out at 96% and commissioning at 85% complete at the end of October. At this stage, we are anticipating a construction completion date in early December. The College is fully prepared to move in, with work on Chemistry an important early step.

Stage Two of this project has hit a delay, with the asbestos removal process taking longer than expected, while UC and key regional and government agencies work out how best to ensure that the demolition waste is adequately and cost effectively removed and dumped. This will increase costs and may delay the construction programme for the replacement building to be known as Beatrice Tinsley.

### **2.3 Canterbury Engineering the Future (CETF)**

On Friday 10 November, the Minister of Research, Science and Innovation, acknowledged the opening of the rebuilt Engineering Precinct at the annual Chancellor's Dinner. This auspicious occasion was attended by the UC Council, some SMT members, College of Engineering Te Rāngai Pūkaha Pro Vice Chancellor and heads of department along with donors, and their partners. The dinner was held in the Engineering Core with students still studying in the areas around the atrium as the dinner progressed. The Engineering CORE is a new facility which occupies a space that was once an underutilised grassed quad, and now forms the heart of the Engineering Precinct. Students and staff from across the University are now using it to socialise, study and meet.

Although not all wings are complete, and Mechanical Engineering has yet to begin its reoccupation of the building, UC is planning the close out of the entire construction project this year.

October saw the practical completion for the whole of Tranche 1 (Electrical and Computer Engineering, Chemical and Process Engineering and the Engineering Core).

UC has now rebuilt or remediated over 70% of the Engineering Precinct through the CETF project and earthquake remediation. This represents over 30,000 m<sup>2</sup> of space for the College of Engineering Te Rāngai Pūkaha.

## **2.4 Rehua completion and commissioning**

As the summer break approaches, so does the relocation of the main parts of the Henry Field library across to the central library. The library has careful plans for both the relocation and for continuing support for the College of Education, Health and Human Development in the interim before the College moves to the Ilam Campus.

The Rehua construction project continues to be behind schedule, but with 180 to 190 workers on site and the fit-out construction now active on all floors, there is steady, if slower than planned, progress. However, façade installation continues to produce issues around time and quality. A nine point plan was developed to resolve UC concerns, and if Hawkins adheres to the plan, quality concerns will be resolved. In addition, lack of weather tightness is impacting the fit out programme, with some small areas still not watertight and unable to be fully fitted out.

## **2.5 Graduate Attributes**

**Core Attribute: Critically competent in a core academic discipline of their degree**

*Learning Objective: Students know and can critically evaluate and, where applicable, apply this knowledge to topics/issues within their majoring subject.*

Across 2017, there were a range of course and programme developments both at undergraduate and post-graduate level. While the Graduate Profile is aimed at the undergraduate degrees, it was pleasing to see all new course proposals referencing the graduate attributes, including core academic discipline, across all course and programme proposals submitted. A wide range of programme reviews were conducted throughout 2017. Alignment with the Graduate Profile was explored in all the reviews and was explicit in the terms of reference of the undergraduate reviews. The end of 2017 will see the pilot of a workshop on Authentic Assessment that will align with the graduate profile and offer high-impact assessments.

At the conclusion of the UC Futures Programme, UC undergraduates will, in addition to mastering a core discipline, be: Biculturally Competent and Confident, Employable, Innovative, and Enterprising, engaged with the community (Community Engagement) and Globally Aware. In our reports to government, there were two major milestones identified for the Graduate Profile: that 50% of all programmes be reviewed by December 2016 and all pilots completed, and that 100% of programmes be reviewed by December 2018. In October 2016, we reported that 67% of programmes had been reviewed. An additional four programmes were reviewed in 2017 with the remainder scheduled for 2018. Programme reviews continue and are now 75% complete; the Bachelors of Teaching and Learning (both Primary and Early Childhood) were reviewed last month. The Bachelor of Sports Coaching will be reviewed in November.



## **Attribute 1: Employable, innovative and enterprising**

*Learning Objective: Students will develop key skills and attributes sought by employers that can be used in a range of applications.*

Throughout 2017, students have had numerous opportunities to be involved in a range of employable, innovative and enterprising activities. Students from across all Colleges took part in activities through the University Centre for Entrepreneurship including a cross-disciplinary ‘boot camp’ within a corporation, with legal experts and business people mentoring, to develop innovative solutions to complex problems. UC students took part in the MYOB IT Challenge nationally, placing second and third, and students across UC had an opportunity to take part in a course for aspiring directors with the Institute of Directors.

Within the curriculum, new course proposals submitted through Colleges and the Academic Board explicitly addressed employability with introduction of assessments and activities like professional communication and writing and engagement with employers and community partners.

## **Attribute 2: Biculturally Competent and Confident (BiCC)**

*Learning Objective: Students will be aware of, and understand the nature of biculturalism in Aotearoa New Zealand, and its relevance to their area of study and/or their degree.*

There were several major developments in 2017 with regard to the BiCC attribute. Having mapped the attribute across the degrees, there was a focus on delivering the attribute explicitly. In 2017, there were new courses developed (e.g. SCIE 101) or trialled (e.g. BUSN201) and regulation changes to degrees to ensure the kaupapa are addressed (e.g. introduction of a general schedule for the BA). The professional programmes continued to excel in this area with external reviewers and employers noting the unique addressing of the Bicultural Competence in the teaching degrees in particular. The Office of the AVC (Māori) have lead the implementation with ongoing advice and delivery of professional development programmes. New to 2017 was the workshop in Culturally Responsive Pedagogy which will continue into 2018.

## **Attribute 3: Engaged with the Community**

*Learning Objective: Students will have observed and understood a culture within a community by reflecting on their own performance and experiences within that community.*

In June 2017, the framework for Community Engagement was approved through Academic Board. Course developments across UC include identification and addition of activities involving community engagement such as students interviewing members of a community to understand various impacts in a range of disciplines (e.g. health and health policy, and science) and students engaging in community projects. In addition to existing courses in Community Engagement (e.g. CHCH101, GEOG 309), relatively new courses in Community Engagement are being developed and delivered (e.g. TEPI 230).

In the co-curricular space, over 1100 students have registered for the Co-Curricular Record. The Student Volunteer Army remains highly active with several events throughout the year including at Southshore Spit and in the Port Hills. The UC Community Engagement Hub offered a range of activities including having CHCH 101 students mentor high-school students through a Christchurch City Council grant.

## **Attribute 4: Globally Aware**

*Learning Objective: Students will comprehend the influence of global conditions on their discipline and will be competent in engaging with global and multicultural contexts.*

In June 2017, the framework for the global awareness attribute was approved by the Academic Board. That was followed by the physical establishment of the Centre for Global Experience in the Karl Popper building. Students have ongoing access to tutorials through the UC Global Experience hub to prepare for student exchange. Workshops are available for staff through one-day ‘Cross Cultural Interactions’ workshops where staff can develop cross-cultural ‘skills’ for daily exchanges with students. UC also co-hosted Professor Shanton Chang from the University of Melbourne who delivered a talk related to understanding digital literacy from an international perspective. In the curricular space, Colleges are identifying where their programme focusses on global awareness and global perspectives and examining ways to make it explicit.

### **2.6 International**

The International Relationships Office (IRO) visited 13 universities in China in October with a view to establishing new recruitment pathways there. It will also visit a further 16 Chinese universities in November. From these visits, a group of universities will be selected for further cooperation.

The IRO is developing a strategy and preparing promotional materials to increase UC’s share of MFAT-funded New Zealand Scholarship students, and is launching a telephone based call-out conversion initiative for full fee students leading into Semester One.

### **2.7 International Growth Strategy**

International student applications and enrolment for 2018 are well under way, and year-on-year comparisons of active applications show an almost 25% reduction in the number of incomplete applications. This reflects our continuing focus on improving the quality applications we are receiving from students with offshore agents. UC has a particular emphasis on its ‘target markets’ such as the US, India, China and Malaysia. Full offers of place to international students are up by 28% and conditional offers by 17% year on year.

UC’s simplification of documentation requirements and the GPA review are beginning to show positive effects on UC’s valued recruitment agents.

## **3. CHALLENGE**

*Promote an inspirational and innovative learning and teaching environment, recruiting and retaining students, raising standards and enhancing student success.*

### **3.1 Marketing**

Social media activity continues to be high, with good engagement across Facebook, Instagram, SnapChat and Twitter. Student takeovers and promotions (Spring, Halls of Residence, and giveaways) have driven growth. The Online WCMS phase III project continues with all Colleges live and the mega menu now launched. Google AdWords has experienced good growth as have video views and the response to banner advertising. Total online results (clicks, likes and video views) are up 97% year-on-year.

Twenty-five new UCME students have been recruited for the 2018 campaign. Student stories are being collected and photos will be taken in the New Year. Summer school and Enrol now campaigns have been in market and are due to run until December. Campaigns have also been in market for the College of Arts and the Schools of Law and Business. Online interactions measured by clicks and video views are up 96% year-on-year.

Development of specific ‘brand stories’ for the College of Education, Health and Human Development, the College of Engineering and the School of Law are almost completed. This has involved interviews with students, staff and alumni. A suite of videos will be implemented progressively– the Colleges of Arts, Science and Business have been completed.

Final work has been completed on the Calendar. The Publications team is now focusing on 2018 brochures and prospectuses.

### **3.2 Liaison**

The Manager, Future Students, and two of her senior team members met with College outreach co-ordinators, or those who perform this function, and their managers from Science, Business, Engineering, and Education, Health and Human Development. Meetings are yet to occur with Law and Arts.

These meetings have discussed the effectiveness of 2017 activities and look ahead to 2018 to identify:

- specific Liaison support for College activities identified for recruitment;
- customisation of College involvement in less-relevant UC-wide events;
- events that might be re-targeted at a different age group or region to address school feedback.

The Senior Engagement Coordinator (Partnerships) held three focus groups with Year 12 and 13 students from Riccarton High and Burnside High to get their feedback on how they use the undergraduate prospectus. This information will assist in the content for next year’s edition.

### **3.3 Admissions**

The Admissions team is now back to capacity in preparation for 2018 enrolment.

A cross-unit collaboration between a team member from Admissions and the Enrolment Support and Training Coordinator has resulted in an electronic admission assessment process where assessments are sent to, and returned from, departments using JADE agendas. A successful trial was run and is ready to be implemented with departments and Colleges, significantly reducing time in processing admission assessments.

Other Team Members have been helping the Student First project, particularly with Domestic and Academic Equivalent Standing (AES) students.

The Admissions team has been working on Ministry of Foreign Affairs and Trade – New Zealand Aid (MFAT – NZAid) student applications. Offers of place have been sent to 20 students, with a further 25 under consideration. More applications are expected.

### **3.4 Enrolment**

October was a good month with a number of highlights, including the enrolment of a new cohort of Executive Development Programme (EDP) students. Great planning by the College and programme co-ordinators, along with excellent communication between the College, Enrolments and Student

Finance streamlined the enrolment process, leading to less stress for staff, and a good first experience for the students.

Enrolments have been liaising with Lincoln University on how to improve the enrolment experience for students enrolling in joint qualifications such as Masters of Disaster, Risk and Resilience. An agreement is being drafted, whereby each university will be able to enrol a student based on evidence (passport, visa and insurance) and certified by the other university. This will mean the student will not have to go through the same process twice.

Going forward, the Enrolments team are working with the College of Education, Health and Human Development on streamlining the enrolment process of CANTEACH students, and are preparing for International Enrolment 2018.

### **3.5 Scholarships**

Forty-three postgraduate level scholarship offers closed in October including the UC Doctoral and Master's Scholarships where over 250 applications were submitted. An additional 35 primarily postgraduate level scholarship offers will close in early November.

All school leaver scholarships that closed on 15 August have been offered to students, including offers to reserve candidates.

Planning is under way to address government changes to first-year fees and the implications for scholarships that pay for fees in the first year. This will affect scholarships funded centrally, within Colleges and funded by donors. An interim measure is likely for students beginning in 2018 who have already received their scholarship offer and a longer-term strategic solution will be developed for scholarships affected by the policy changes.

### **3.6 Accommodation**

All first-year halls are now full with equivalent of 10% over offers and a waitlist. Historically all waitlisted students have been offered a place between now and the beginning of Semester One.

Campus Living Villages (CLV) is offering a fully-catered option at Sonoda for those students who did not receive a place at University Hall. A total of 36 students have signed a contract, with another 35 offers to be confirmed.

The operating agreement for CLV to manage Waimairi Village, Graduate House and 12 Kirkwood Avenue was submitted to CLV for comments by the end of November. The current intention is to sublease Waitakiri rather than place UC students in that accommodation in 2018.

Marketing photos were taken at the show home for the new Dovedale 1 development, now officially named Hayashi. Forty-three of the ninety rooms have already been contracted.

Work on the Kowhai blocks is progressing with a re-scoping of work and transfer of liability to CLV in relation to cladding and copper piping being agreed to facilitate completion in time for 2018 enrolment.

Early engagement with Rochester and Rutherford to clarify understandings of access to land on the corner of Homestead Lane and Ilam Road for early development for additional student accommodation took place in the last month.

Requests for expressions of interest from prospective developers, funders and / or operators of student accommodation on University land were sought this month.

	Applications to Enrol (Headcount)				Full Year Enrolled Students			
	ATE Week 7 (18/11/2017)				2015	2016	2017	
	2015	2016	2017	2018	EFTS	EFTS	Forecast (as at Oct)	Budget
<b>Domestic 1st Year</b>	1,869	2,818	3,069	3,254	2,974	3,254		
<b>Returning</b>	2,265	2,267	2,305	2,752	8,079	8,104		
<b>Total</b>	<b>4,134</b>	<b>5,085</b>	<b>5,374</b>	<b>6,006</b>	<b>11,053</b>	<b>11,358</b>	11,672	11,906
<b>International 1st Year</b>	2,109	2,427	2,815	2,799	445	607		
<b>Returning</b>	130	135	141	182	433	527		
<b>Total</b>	<b>2,239</b>	<b>2,562</b>	<b>2,956</b>	<b>2,981</b>	<b>878</b>	<b>1,134</b>	<b>1,414</b>	<b>1,415</b>
<b>Total</b>	<b>6,373</b>	<b>7,647</b>	<b>8,330</b>	<b>8,987</b>	<b>11,931</b>	<b>12,492</b>	<b>13,086</b>	<b>13,321</b>

### 3.7 Contact Centre and Shared Services

Shared Student Services are currently updating 2018 Fees on the website to improve the student experience of being able to estimate their fees, together with updating the Enrol web pages to be more student focussed and friendly.

The Student First programme released in October has been successful. The Student First team is using the Contact Centre team as an additional resource to correct any issues that arise.

### 3.8 Student Success

#### 3.8.1 The Disability Resource Service

Disability Resource Service (DRS) staff have been supporting the Examinations team in coordinating a record number of students accessing special consideration arrangements for the end-of-year examinations. The 819 students requiring special examination arrangements mid-year has increased to 930 students needing support that includes reader/writer support, utilising a separate room or sitting exams with few others outside of the main cohort, use of ergonomic furniture, enlarged text, reformatted examination papers or extra time to complete examination papers.

About 370 DRS registered students utilised these services in more than 140 courses of study throughout the University. The examinations department now require 35 specialist exam supervisors and uses up to 25 separate rooms per day to accommodate students who require special considerations within the exam period.

The DRS has experienced a record number of students accessing the service in 2017. By the end of the 2016 academic year it had 565 registered students, compared to 640 registered students in 2017. This represents a growth of 13.2% year-to-date. Advisors are starting to re-register students seeking support from DRS for 2018.

#### 3.8.2 Student Experience

##### *Emerging Leaders Development Programme*

A group of ten Emerging Leaders Development Programme (ELDP) alumni have been appointed as the ELDP Student Executive for 2018. The group comprises five returning executive members from 2017 and five new executive members from the 2017 ELDP recipients. A total of 40 applications were received for the ten places for 2018. The new Executive has completed a team bonding session and conducted initial planning for 2018.

Their training will resume in February with a series of training days. A total of 900 students were considered for the 2018 ELDP Scholarship and, of the 96 offers made, 84 have been accepted, with twelve still to confirm.

### *Go Canterbury (GC)*

Recruitment of the 2018 GC Student Leaders took place in October. Twenty-eight applications were received, seven from current leaders and 21 from the 2017 GC recipients. Twenty students were interviewed for the twelve positions. Four of the twelve were Student Leaders in 2017.

2018 Go Canterbury events planning is under way, and while the majority of these activities will remain the same, several changes are being made to increase attendance and make the activities more achievable for all GC students.

### *UniLife*

Fourteen of the UniLife students will be transitioning to the UC Mentoring and Tuākana programmes in 2018. Eight UniLife Leaders were recruited for the 2018 programme from a total of 28 applicants.

Based on feedback from students and leaders, some tweaks are being made to the programme to ensure an even better experience. The purpose of the programme is to support local students who do not live in halls to create strong social networks and build relationships during their first year. Changes include training leaders over a two-day intensive session alongside ELDP and Go Canterbury leaders, to build a cohort of highly capable student leaders. Applicants to the programme will also be screened to ensure those most likely to benefit are accepted and engaged, and the leader/student ratio will be lowered to ensure participants receive a high level of support. Feedback suggested students appreciate more small-group activities, so the 2018 programme of events will also reflect that.

### *Mentoring*

Twenty new mentors were interviewed and trained in October. The new mentors include former Certificate of University Preparation (CUP) students to mentor the Semester Three CUP cohort. Mentors attended the advisor sessions and talked about their experience in CUP as well as how to get their own mentor. The College of Engineering Te Rāngai Pūkaha is introducing a mentoring programme for intermediate year students with a cohort of nearly 40 mentors selected for training.

### *Research Student Orientation*

Nine international students attended the October PhD and Master's by Research Student Orientation. The students represented eight different countries including Austria, Chile, Colombia, Nepal, Pakistan, Vietnam, the UK and the USA. Eight students are enrolled at a PhD level, and one in a research Masters. All rated their experience of the session favourably.

### **3.8.3 Student Care Service**

During October Student Care recorded a total of 432 student engagements. More than 200 of these were new student engagements. The Under 18 programme currently has 13 students. In addition, during October the team has been involved in:

- Ongoing staff enquiries seeking guidance about particular students;
- Two International Student Welfare fund applications;
- The ongoing management of critical incidents. Student Care supported the students involved and liaised with services on campus and in the community to manage these situations. The themes involved mental health, assault and harassment;
- Delivering an international student life training workshop for the UCSA;
- Participation in the review of the Student Care Website and preparation for the new team website;
- Orientation for the Emerging Development Leadership Programme (EDLP) new intake.

Student Advisors attended the International Education Association New Zealand (ISANA) workshop in preparation for the Pastoral Code of Practice review.

Student Care has continued to deliver targeted pastoral care to international students. With the rapid approach of the end of semester Student Care advisors have been completing interviews with the NZ Aid Scholarship students and also final pastoral care meetings within the U18 Student programme.

A meeting of Student Care staff and UCIC reviewed current procedures, aiming to ensure good collaboration and processes between the two services. The Under 18-year-olds' Homestay Guide has now been developed and is awaiting review prior to circulation.

The Forum for International Services Managers meeting in early October provided the opportunity for updates from all international support teams at New Zealand Universities. Development Officers from the Ministry of Foreign Affairs Scholarships team gave an update on the current tendering process, reviewing of the current contracts, and the evaluation of the NZ Aid Scholarship Programme to ensure best practice. UC's Student Care team participated in the evaluation of the NZ Aid Programme during October.

The Student Care team also contributed to the review of the Pastoral Care Code of Practice, considering the policies and processes in place for international students particularly in the areas of safety and wellbeing, student support, advice and services for under 18-year-olds. UC is on track for its self-attestation by 1 December.

### **3.9 Pacific Development (PDT)**

#### **3.9.1 UC Pasifika Strategy Work.**

The Acting Director visited Auckland University at the beginning of the month talking to Pasifika staff around their work with Pasifika students, with a particular focus around transition programmes. AU also has a five week summer 'Uni-bound' programme that is free to Maori and Pacific school leavers. Designed to prepare students for success at University, the programme includes field trips, a short stay in University hostels and course advice. It was interesting to note how Pasifika support staff are placed within their institution. The visit has helped shaped PDT's thinking around the best way forward for Pasifika development at UC.

The Acting Director and the Kaiārahi Pasifika presented on the progress of the Pasifika Strategy at a College of Arts Te Rāngai Toi Tangata staff forum on 25 October. Emphasis was on the College engagement with the Pasifika strategy. Questions at the end of the session and suggested strategies indicated genuine concern and interest in engaging effectively with Pasifika students.

The Ako Project working group also delivered a three hour workshop to Pasifika Advisory Groups from UC and ARA Institute in early November. The workshop provided a clear picture of what was happening for Pasifika students in both campuses and how advisory groups can further enhance this focus.

Resources from the Pasifika resource kit are in their second iteration and the website where Pasifika resources for staff will be located is in development.

### *Retention*

The PDT held Student study sessions each day of exam study week from 10am to 4pm to encourage Pasifika students to use the week wisely. The sessions were very successful with 40 plus students attending throughout each day, and students were very grateful to have a Pasifika space to study in.

The final Mature Students event was held and the programme for the year was evaluated. Adult students were very grateful for the events and indicated that it did make their UC student experience better. These Mature student events will be repeated next year.

Student advisors have had heavy demand from students needing help with circumstances beyond their control affecting their studies, and have had a number of serious cases to help resolve.

Throughout October UC and PDT also celebrated Tuvalu, Fijian, Niuean, and Tokelauan language weeks.

### *Recruitment*

The UCMe XL Holiday Programme was run at the beginning of October, attracting 100 plus students every day for two weeks. The programme continues to grow and has outgrown its normal venues and staffing. It is likely next year's programme will need to prepare for this increased popularity.

## **3.10 Student Experience**

### **3.10.1 Visits and Memberships**

October saw 28,893 turnstile visits to the RecCentre, for a year-to-date attendance of 250,440 (excluding casuals and group bookings). This keeps the RecCentre on track to hit around 280,000 attendances for 2018.

Memberships as at 31 October were at ~8,473, of which ~7,925 were UC Students.

### **3.10.2 UC Sport**

UC Blues awards were held on 7 October, for the first time recognising arts and community engagement as well as sport. Sixty-one students received awards recognising their extracurricular achievements. An article is available at <https://blogs.canterbury.ac.nz/insiders/2017/10/13/uc-blues-awards/>, with the full list of recipients online at <http://www.canterbury.ac.nz/sport/blues.shtml>



#### **4. CONCENTRATE**

*Enhance research and creative work in chosen areas of endeavor; increasing efficiency, especially in the use of time in teaching and related activities per EFT; raising quality in teaching effectiveness and research outputs; and increasing focus and concentration of effort.*

##### **4.1 Deputy Vice-Chancellor**

###### **4.1.1 Academic Services**

January represents the quietest period of the academic cycle in the University. However, the lead up to it is far from quiet, with examinations in full swing throughout November for both students and staff. Following the immediate course marking, are the examiners' meetings, academic progress meetings, and Graduation. It is a high pressure programme for Colleges and Centre staff. Academic services will coordinate over the coming weeks the Academic Progress round and the consequential student interviews.

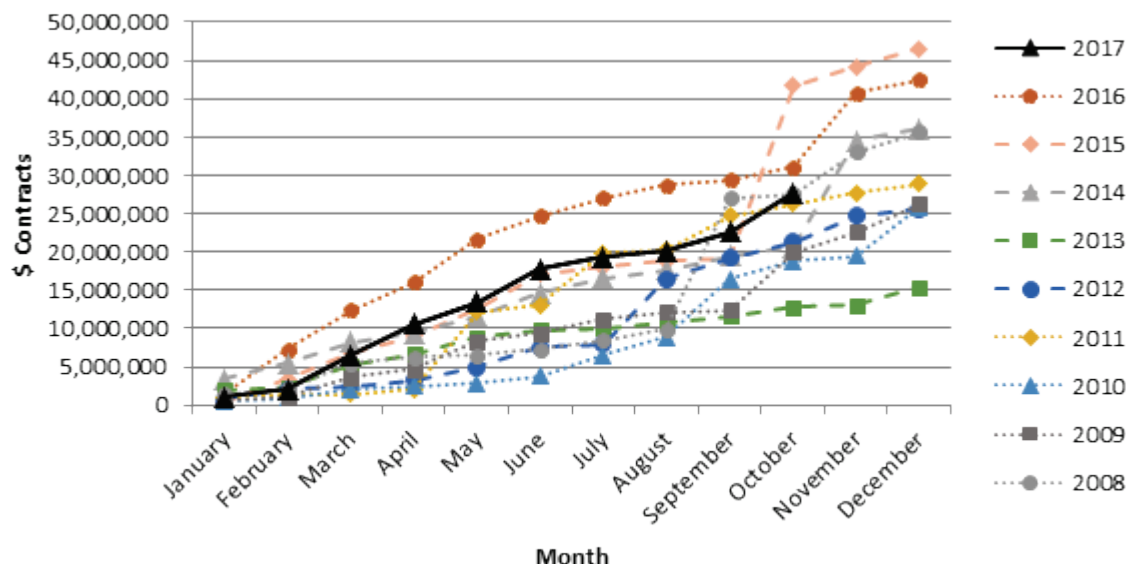
It is also a busy period with the Round 2 CUAP proposals and Graduating Year Reviews hitting their final submission into Universities New Zealand processes. Funding approvals for new programmes from TEC often occur in the week leading up to Christmas leading to urgent activity from UC to enable enrolment.

Academic Services are supporting special programmes including summer school and STAR over the coming weeks. Enrolments in summer courses appear to be largely in line with last year. This is a positive outcome given a degree of uncertainty that the incoming "free fees for 1st year students" government policy has generated, given that a number of the other NZ universities are reporting a decline in the November/December intake with students waiting for 2018.

The Institutional Research team are in full swing with data analysis of the UCPEQ (UC Postgraduate Experience Questionnaire) and GDS (Graduate Destinations Survey). It is pleasing to have been able to collect the student and alumni voice and to be able to share this in the future. Patience is requested on this front as a long-term strategy for resourcing capability in this area is worked through.

###### **4.1.2 Research Funding**

R&I are managing 389 research contracts, worth a total value of **\$137.8M**. In 2017 year to date, 169 contracts worth a total value of \$27.6M have been executed, and 54 contracts worth at least \$15.4M are pending (i.e. in the process of being executed). UC holds 58 National Science Challenges contracts worth \$21.5M and 44 CoRE contracts worth \$27.1M (with 10 NSC/CoRE contracts pending, worth \$1.3M pending).



### 4.1.3 Research Development

UC has commenced an internal process to identify groups of researchers, who form “critical-mass”, and are strongly represented in national research collaborations, as potential credible TEC-funded Centres of Research Excellence (CoRE) for the anticipated 2019 bidding round. Currently TEC funds over \$50M per annum to run 10 CoREs, with UC participating in 9 of these. However, UC currently only hosts QuakeCORE, and the university is planning to develop proposals that could result in new CoREs being hosted at UC.

Planning is ongoing for developing and registering UC’s portfolio of proposal ideas for the 2018 MBIE applications for “Smart Ideas” and “Research Programmes” funding.

### 4.1.4 Research Reputation

Royal Society Te Apārangi have announced a number of new RSNZ Fellows from across New Zealand as peer recognition for outstanding scholarship and research. Professor Rick Millane from the College of Engineering Te Rāngai Pūkaha, has been awarded this honour, joining a list only 39 other University of Canterbury current or previous UC academics who have been awarded a prestigious RSNZ Fellow.

UC has maintained its 5 Star Rating by QS Rankings, scoring 5 stars across the categories of Employability, Research, Internationalisation, Facilities, Innovation, and Inclusiveness, and 4 stars for Teaching. Further, Time Higher Education rankings has ranked UC as 151-175 for the subject of *Clinical, pre-clinical & health*, and 201-250 for the subject of *Life sciences*.

A pan-university action plan to improve UC’s QS Ranking has been developed and will be further honed by the Research Committee and Academic Board in the coming weeks. Some actions are already in-train with the aspiration of improving QS rankings 20-30 places over the next 2-4 years.

Associate Professor Sonja Macfarlane (School of Health Sciences) is the 2017 recipient of the prestigious Te Tohu Pae Tawhiti award, for her significant contribution to Māori education through her research.

UC Emeritus Professors John Blunt and Murray Munro have again been named as authors of a pharmacology and toxicology paper that is in the top 1% of papers receiving the most citations in 2017.

UC researchers have been awarded eleven Marsden grants in the 2017 award round (including Fast Start awards), with a total award value of \$6.4M. The UC recipients are:

- Kevin Watson, NZILBB/Linguistics “Towards an improved theory of language change: understanding the covariation of linguistic variables within and across speakers”.
- Peter Gostomski, Chemical and Process Engineering “Removing nitrate from contaminated water using methane. Which microbes are doing the work?”
- Chris McGann, Civil and Natural Resources Engineering “A hybrid 3D-1D framework for site-specific seismic response analysis”.
- Brendan Creutz, Mathematics and Statistics “Brauer groups, degrees and rational points on algebraic varieties”.
- Charles Semple, Mathematics and Statistics “The Combinatorics of Reticulate Evolution”.
- Mitja Remus Emsermann, BIC “Using synthetic communities to visualise bacterial plant leaf community development and pathogen invasion processes at the single-cell resolution”.
- Elissa Cameron, Biological Sciences “Does mother know best? Mothers, fathers and sexual conflict in sex allocation”.
- Jason Tylianakis, Biological Sciences “A bird in the bush with the data at hand: predicting ecological networks using traits and phylogenies”.
- Alison Downard, Chemistry “Tailored environments for highly active and stable electrocatalysts”.
- Daniel Price, Gateway Antarctica “The solution to the Southern Ocean's sea ice mystery - its thickness”.
- Anna Faye McLeod, Physics and Astronomy “The impact of massive stars on the lifecycle of galaxies: tracing massive star formation feedback in the nearby Universe”.

#### **4.1.5 Postgraduate Research**

Postgraduate research student numbers have increased slightly in October with current PhD numbers at 1,102 and Masters thesis student numbers are 682. Highlights for the month include:

- Fifteen new PhD students enrolled in October all of whom were international students. A further 15 completed their examinations successfully while 20 PhD students submitted their theses for examination.
- Spring Gradfest ran for a week from 30 October – 3 November. Gradfest is a week long-series of free sessions for Postgraduate Research students to provide them with additional skills and information. It is a joint effort between the Academic Skills Centre, the Library and the Dean of Postgraduate Research. This was the biggest Gradfest run to date with 40 seminars, talks and workshops, with a record attendance of over 200 students attending sessions.
- The Deans of PGR and Director of the Confucius Institute of UC attended the annual China Scholarship Council (CSC) PhD recruitment fairs in four Chinese cities during October. CSC provide PhD scholarships for four years for Chinese students to attend overseas Universities. Over 111 Universities attended from 20 countries. UK, and Australia were particularly well represented. Approximately 8500 potential students attended the fairs and approximately 30% more enquiries were received than last year.

#### **4.1.6 Innovation**

UC's Commercial Director and two Business Development Managers attended the recent world conference on Precision Agriculture, held in Hamilton and attended by 600 people from all around the world.

Several emerging themes were highlighted which have direct applicability to UC's research capability and potential commercial applications. Broadly, these can be summarised:

(1) The need for transforming data into information and knowledge, including; big data and data analysis; sensors, including large scale, satellite based, spectral sensing of crops and pastures and livestock sensors; and, data and decision support systems.

(2) The development of automation and robotics around crop harvesting, smart irrigation systems, and smart fertiliser systems.

(3) Developing healthy foods/sustainable products, including niche marketing in high value products, value enhancement, manufactured foods based on plant proteins, and managing ecosystems.

UC is already involved in some projects around these themes and has the capability to develop further, new, research programs in this space and clearly links to UC's development of a "primary industries" initiative for consideration by Council in 2018.

The conference further emphasised the current shift in the primary sector towards more research and development around technology, rather than pure science, which plays to UC's strengths in the relevant technologies outlined above.

#### **4.2 Office of the AVC Māori**

The major change in the last month is Darryn Russell's secondment to the role of Acting Executive Director, Learning Resources, for the period of November 2017 to March 2018 inclusive, while Alex Hanlon is on leave. Liz Brown is now in the role of Acting Assistant Vice-Chancellor Māori for this period.

##### **4.2.1 Tangata Tū, Tangata Ora staff professional development programme**

The 2018 dates for Tangata Tū, Tangata Ora have been organised and sent to Learning and Development. The 2018 dates include general and tailored sessions. Colleagues should register their interest for early 2018 dates by sending an email to [LearningDevelopment@canterbury.ac.nz](mailto:LearningDevelopment@canterbury.ac.nz)

##### **4.2.2 Te Ohu Reo**

Mary Boyce, Jeanine Tamati-Elliffe and Lisa Beardsley have been working with the SharePoint consultants on a database and process tool for handling Te Ohu Reo requests. This work was completed in October and the new system is being explored and tested. Once this initial period of testing is over, the tool will provide an improved way of managing, tracking and completing requests. It is pleasing to note that the majority of requests are now arriving via the online form.

#### **Te Ratonga Ākonga Māori - Māori Student Development Team**

There are now 1,216 Māori students enrolled at UC, which is significantly above pre-earthquake numbers.

The Māori Student Development Team (MDT) has updated publications for 2018 and is in the process of updating the <http://www.canterbury.ac.nz/maoristudents/> webpages.

As pre-enrolment has now opened, MDT are receiving enquiries and visits from prospective students. At 15 November 2017, there are 284 enrolments for 2018, which is an increase on 2017 enrolments.

The Celebration for Māori Graduates will be held in the Engineering Core on Thursday 14 December 2017 and invitations have been sent to colleagues and confirmed with graduating students.

#### 4.2.3 Māori Outreach and Recruitment

The Outreach and Recruitment Advisor continues to carry out detailed planning with Liaison colleagues for 2018, as well as for tailored programmes for Māori students in 2018. The final Ekea Year 10 programme for high school students was held on 8 November. Michelle Bergman will be part of the UC presence at Hui-a-Iwi at Tuahiwi marae next week, which is an excellent opportunity to present UC to many Ngāi Tahu rangatahi and whānau.

### 5. CONNECT

#### 5.1 Communications and Engagement

<i>Engagement Data</i>	
Intercom	Open rate 40.5% (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate 48.08% (International benchmark = 21.8%)
Twitter	Ranked fifth for Twitter engagement. 5,620 followers
Stakeholder Newsletter	869 Recipients Open rate 41.1% (Sep: 38.9%) industry average 16.9% Clicks 6.8% (Sep: 8%) industry average 2.2%

#### 5.2 Project Communications

A Think First campaign was trialled on social media with significant success. Previously, the highest number of Think First views on the student blog was 500. For this campaign each Think First post received between 1,500 and 1,800 views on Instagram, and almost 1,000 on Snapchat. The two channels will be used again for Think First activities in 2018. Work is now under way on Think First Orientation day activities.

The Capital Works website was updated and future-proofed for transfer to the new Web Content Management System (WCMS) for go live at the end of November.

Significant UC map updates for the start of the 2018 year, including directory boards, print and online versions and UC Finder App are progressing.

Filming for an induction video for sub-contractors who will work on the UCSA site was completed. The UCSA is now editing and producing the final version of the video.

Content for the Alumni bequest programme brochure is now at the design stage. Two case studies for inclusion in the brochure have been completed.

### **5.3 Media**

October coverage of UC-related topics was again overwhelmingly positive.

Professor Julia Rucklidge's research linking nutrition and mental health again gained media attention. There was also significant coverage of Sir John Key officially opening UC's new trading room, and UC environmental chemists urging caution in using the Red Zone for food production. Coverage also resulted from a suggestion by new Ilam and Upper Riccarton Residents Association chair Phil McGoldrick that UC students were turning Ilam into a Dunedin-like slum; a claim rejected by both students and Dunedin residents.

An analysis of coverage produced in September (Broadcast, Internet, and Print) found 581 items. This coverage reached a cumulative audience of 13,416,381 and had an advertising space rate of \$2,951,124.

### **5.4 External Engagement**

To finish the 2018 UC Connect public lecture series, both October lectures were very well attended. On 11 October, Professor Conan Fee explained how product designers will shape the world, and on 18 October, the Royal Society Te Apārangi launched its 150<sup>th</sup> anniversary national lecture series celebrating women's scientific discoveries, with UC academics Sally Gaw and Tammy Steeves giving a joint UC Connect public lecture – "Protecting taonga – a conservation geneticist and an environmental chemist will talk about their work protecting Aotearoa's natural treasures". Both lectures attracted significant media coverage.

### **5.5 Stakeholder Relations**

The final 2017 Community Meeting on 2 October was well attended and residents' issues around student behaviour and the upcoming Tea Party events were discussed. The 2018 UCSA president Josh Proctor was introduced to the community at the meeting.

### **5.6 Events and Partnerships**

In early November, 98 Year 10 Māori students from six schools joined us on campus for Ekea! – a half-day programme where students from Canterbury high schools participate in fun activities that help them discover how their interests can relate to future opportunities and where their NCEA subject selections can lead. Initial feedback from rangatahi is that the highlights were "learning new things", and "meeting new people". Their visit to Te Ao Mārama included the kahoot quiz which was also mentioned repeatedly as a highlight.

Combined this year with the prestigious Chancellor's Dinner and UC Council Awards was the Canterbury Engineering the Future (CETF) completion celebration. Some 146 of UC's supporters joined some senior staff to celebrate the success of medal winners and celebrate the new Engineering facilities. The Minister for Research, Science and Innovation, the Hon Dr Megan Woods, an alumna, officially opened the facilities.

In early December, UC's final recruitment event will be held. UC Bound is a conversion/welcome event for future students and their whānau, who have been through course planning in the Christchurch and Canterbury area. This event is to be an icebreaker event, allowing potential future students to meet other students from the Christchurch/Canterbury area who are planning to study in the same College as them. The objectives are for attendees to feel welcomed onto campus, become familiar with UC surroundings and meet staff and potential students so there are familiar faces in 2018. The target is to attract 200 participants.

This year the Events and Partnerships team has delivered, supported or provided advice for more than 170 events on campus. Its biggest success has been finding ways to operate more efficiently, freeing up resources and time for higher value activities and reducing overall costs. Examples of this include:

- Using Eventbrite for event registrations, including conference payments.
- Developing the Open Day app – more than 2,300 people downloaded the app and it was accessed more than 27,000 times.
- Running event tasks lists on web-based software – Asana, so information is real-time and can be shared across the university.
- Trialling the sending of invites via the web-based ‘Paperless Post’ for VIP events.

The team is also particularly proud of the growth in attendance numbers for Orientation Day, up 60% on 2016.

Planning for 2018 events is under way, specifically: Orientation Day, the Commemorative Cycleway opening (22 February), RRSIC Stage One – Ernest Rutherford (TBC), Rehua (TBC) openings, Employer Careers Fairs, Update Days for Careers Advisors, the Dovedale Residential Accommodation opening - Hayashi (TBC), Year 13 Discovery Day and UC’s major recruitment event, Open Day.

### 5.7 UC Foundation

	<b>Income</b>	<b>Distribution</b>
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m
2017 YTD	\$7.0m	\$7.5m
Total since 2001	\$74.0m	\$40.0m

	<b>Donors</b>	<b>Gifts</b>
2001 to date	7,525	24,515
2017 to date	848	1,142

### 5.8 UCFA (US)

October visits to Los Angeles, San Francisco and New York provided excellent opportunities for donor stewardship of four major donors and cultivation of prospects. The California wildfires meant a day of meetings was lost. US\$205k was received in the US charity in October (and is not included in above figures). Appeal mailing for UCSA to US markets is being prepared for early November posting. It is likely we will have a new President of the UCFA in 2018, as David Teece looks to pass the baton following a period of strong leadership.

### 5.9 NZ Trust (UK)

Alumni from Scotland visited on 20 November, looking to establish a scholarship for disadvantaged students to come to UC (possibly via the Bright Start endowment). More information on the Government’s free-fees policy and its implications will be key to the discussion.

## **5.10 Fundraising**

The recent PwC audit noted key person dependency on the UCF accountancy role and we will be working with Finance on implementation of a more robust process for implementation in 2018. The Trading Floor opening, organised by Events and Partnerships and hosted by the College of Business and Law Te Rāngai Umanga me Te Ture saw excellent engagement with industry, predominantly alumni, which the College will look to leverage.

A meeting with the Rata Foundation confirms the UCSA building project is through to the final five projects for consideration – with a decision expected 4 December. The Lotteries decision on funding towards the UCSA Building is expected on 29 November.

## **5.11 Stewardship**

Bright Start scholarship letters were well received by donors, resulting in the securing of additional gifts. Communications with donors to undergraduate, first year fees scholarships show no concerns of withdrawn funding due to the new Government's fee-free announcement, with donors happy to wait for advice from UC on how their funds can support first year living costs or later years' tuition.

## **5.12 Alumni**

The 30 Year Reunion for those enrolled in the mid-1980s held at the Great Hall sold 90 tickets and established a Silent Auction. Profits from the event will support the UCSA building. Over \$30,000 was raised from this event. The Alumni team is supporting the MBA alumni group with its inaugural meeting at the end of November and is working with the College of Education, Health and Human Development Te Rāngai Ako me Te Ha, planning for the 2018 Graham Nuthall lecture.

Wellington and Auckland alumni events are coming up, with invitations sent. Updating the Alumni database and resolving lost contact information has proved successful. The Alumni 'Heroes' campaign has 15 confirmed alumni to feature and Alumni Legends campaign has been reviewed and updated by Communications and Engagement, with work under way to celebrate these alumni on the UC website.

## **6. ENABLERS**

*Efficient, effective and sustainable use of the human, physical and financial resources available to the University*

### **6.1 Staff matters**

The annual General Staff Remuneration Review was completed recently. Overall increases, including automatic step increases under the Collective Agreement, were constrained to 1% of total remuneration of eligible staff.

Thank you also to those staff who lead and supported this year's academic promotions process, including Heads and promotions committee members.

Staff on our collective employment agreements, or on individual agreements with the same terms and conditions as the collectives, will receive a 2018 increase of 1.9% p.a. This is the CPI figure for the year to 30 September 2017 and is in line with the agreement reached with the TEU covering the three year period 2016-2018. The current agreement is up for negotiation in the middle of next year.



## 6.2 Health, Safety and Wellbeing

A new staff webpage brings together the many policies and programmes that UC provides to help staff look after their own wellbeing, and to support each other's wellbeing. It is entitled "UC and Me – Our Wellbeing and Benefits Partnership" and can be found in the Benefits section of the HR Toolkit.

## 6.3 Infrastructure

Detailed project reviews are contained in the appendix.

It is now assumed Fletchers will proceed through final account processes under the contract rather than seek a full and final lump sum close out. Similarly we expect Hawkins to complete final account processes following practical completion in respect of CETF. Naylor Love are on programme for within budget delivery of the Dovedale accommodation blocks. Extension of time claims and cost claims are expected from Dominion arising from asbestos in von Haast. Leighs are on time and budget for UCSA.

Downer (ex Hawkins) spending rate remains below that consistent with programme delivery in late February 2018, the current programme completion date which we assess to be at risk. During the month the VC, Executive Director of Learning Resources and Director of Capital Works met with the NZ Managing Director of Downers and senior Downer Executive to review programme management.

## 7. Financial Outcomes: (Management Accounts to 31 October 2017)

<b>October 2017</b>	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)*	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)*
Total Operating Income	294,192	293,064	1,128	351,050	356,714	5,664
Total Operating Expenditure	291,747	298,951	7,204	360,170	356,977	3,193
<b>Net Surplus/(Deficit)</b>	<b>2,445</b>	<b>(5,887)</b>	<b>8,332</b>	<b>(9,120)</b>	<b>(263)</b>	<b>8,857</b>
Net Surplus/(Deficit) as a % of Total Operating Income	0.8%	2.0%		(2.6%)	(0.1%)	
<b>Capital Expenditure</b>	<b>143,353</b>	<b>190,379</b>	<b>47,026</b>	<b>205,980</b>	<b>180,000</b>	<b>25,980</b>
<b>Cash/ Short Term Investments/ Short Term Government Stock</b>	<b>267,475</b>	<b>146,957</b>	<b>120,518</b>	<b>138,268</b>	<b>236,845</b>	<b>98,577</b>
<b>Working Capital</b>	<b>196,179</b>	<b>99,821</b>	<b>96,358</b>	<b>107,074</b>	<b>182,811</b>	<b>75,737</b>

\* A variance enclosed in brackets indicates an UNFAVOURABLE financial variance e.g. income is less than budgeted income OR expenditure is greater than budgeted expenditure.

Actual Total Operating Income is favourable to budget as at October 2017. This overall favourable position is due mainly to favourable variances in research external income and interest income. This has been partially offset with unfavourable variances to budget in tuition fees and Government grants. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenses, depreciation and total personnel expenses. At least \$4.076M of this variance relates to reduced building depreciation due to capital programme delays.

We had been budgeting for an operating **deficit** as at the end of October 2017 of (\$5.887)M, but have returned an operating **surplus** of \$2.445M. This is a favourable variance to budget of \$8.332M.

Capital expenditure is currently \$47.026M below budget. \$105.792M of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of \$135.073M. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$17.745M. While UC Futures projects are expected to complete by 31 December, other projects are being delayed and the forecast capital expenditure for the year was reduced to \$180.000M in the July forecast.

The current full year forecast is for Revenue to exceed budget by \$5.7M (including \$4M of insurance proceeds from EQC) and Operating Expenditure to be under budget by \$3.2M leading to an outcome \$8.8M ahead of budget and an operating deficit of \$0.3M. Year-end adjustments and valuations will impact the final result.

## **7.1 Cash Flow**

The October 2017 cash position of \$267.475M is higher than budget by \$120.518M due largely to higher than expected balances at 31 December 2016, maturing term deposits, and failure to meet budgeted capital expenditure expectations. Adequate short term cash reserves are being held to meet expected capital costs for all mainstream projects.

Forecast cash flows including the Government's financial support now show no immediate requirement to borrow in the next three years. However, careful husbandry of balances will be required in 2018 and 2019, with capital and operating expenditure needing to be closely managed.

TEC, who must approve all borrowing under the Education Act 1989, have provided a borrowing consent, of which a key condition is that once UC is required to borrow more than \$65M an independent advisor will be appointed who will advise on the financial risk to the Crown and assist the UC Council in managing financial risk.

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. The University's achievement for 2016 was within the ranges set and 2017 full year forecasts are also within target ranges.

## **7.2 Working Capital**

Working capital<sup>1</sup> of \$196.179M at 31 October 2017 is \$96.358M more than budget, mostly due to the higher cash balance explained above partially offset by lower other current assets.

# **8. COLLEGE SUMMARIES**

## **8.1 College of Arts (Te Rāngai Toi Tangata)**

Members of the College have been successful in receiving a number of awards recently. Principal investigator Donald Matheson and associate investigators Chris Thomson, Paul Millar and Ben Adams, have been successful in the National Science Challenges 'Building Better Homes, Towns and Cities' category. Their project, "Understanding Place: Computational Tools for Harnessing the Meanings of Nature in Urban Landscapes" was awarded \$300,000 to help develop innovative, scalable tools to map micro-level cultural data that is currently 'below the radar' of much urban planning and policy.

Kevin Watson, Jen Hay and Lynn Clark (Linguistics) have been awarded a Marsden grant of over \$600,000 for the project 'Towards an improved theory of language change: understanding the covariation of linguistic variables within and across speakers'. Katie Pickles was awarded the 2017 James Cook Research Fellowship by the Royal Society Te Apārangi, one of only three New Zealand researchers recognized for their sustained research excellence. Katie will be supported to undertake her research for two years, examining heroines in modern global history. She will research what these exceptional individuals reveal about women's changing roles and status over the past 200 years, focusing on Aotearoa New Zealand.

Planning is well underway for the Oceanic Memory: Islands, Ecologies, Peoples conference, which the College is hosting at UC Arts (our Arts Centre city site) from 30 November to 2 December. Organised in conjunction with the Macmillan Brown Centre for Pacific Studies, the UC Pasifika Development Team, Massey University, the University of Otago, and the Memory Research in Aotearoa Network, the conference seeks to address the complex politics of cultural memory in the Pacific from a variety of critical perspectives. In addition to the conference proper, the event also includes a postgraduate master class with the plenary speakers, and a free evening of Pasifika performance and poetry, held in the Papa Hou space at the YMCA in Hereford Street.

For the longer term, Head of the School of Music Glenda Keam, in her role as NZ delegate to the International Society for Contemporary Music (ISCM), has presented and secured New Zealand's formal bid to host the ISCM festival and meetings in April 2020 in Auckland and Christchurch. There are plans to link this to a festival for the Asian Composers League in Christchurch at the same time. This will be a landmark event for music in New Zealand, and reflects the growing profile of the UC School of Music in fostering contemporary music.

Sabine Will has been appointed our new marketing and outreach coordinator, and will take up the role in early December, and Chris Jones is taking up the role of Dean (International) and will also coordinate the PACE programme. Replacement positions have been approved in the Departments of Social Work and Human Services, and Global, Cultural and Language Studies, and we will be advertising these shortly.

More examples of the wide range of scholarly and cultural activities undertaken by the College are listed in our weekly newsletter, Arts Update, available at the following link: <http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/>

## **8.2 College of Business and Law (Te Rāngai Umanga me Te Ture)**

Alongside examination marking, academic staff recruitment is a current focus of activity for several colleagues. Interviews are underway for two new Lecturer roles in Law. The Business School has four new academic roles advertised, and recruitment is underway for a new Business Manager role in the UC Centre for Entrepreneurship. Meanwhile, Jamie Collins, (Sam Houston State University, Texas) has been appointed as UC Professor of Entrepreneurship and Innovation and will join UC in February 2018. His arrival will further strengthen the Business School's teaching and research strength in this area and provide additional support for the UC Centre for Entrepreneurship.

The Law School hosted its annual Hotung Visitor for 2017, Sir Geoffrey Vos, Chancellor of the High Court of England and Wales, who delivered a public lecture in the evening of 18 October, followed by a dinner attended by local judiciary and law faculty staff. More recently, on 2-3 November, the Dean of Law, Professor Ursula Cheer, attended the meeting of New Zealand Law Deans and also of the Council of Legal Education in Wellington. Once again, the meetings endorsed the ground-breaking longitudinal study being led by Canterbury Law School on the state of Teaching and Well-being at Canterbury, Auckland, Waikato and now also Victoria Law Schools.

In the Business School, around 20 postgraduate students in the Accounting, Taxation and Information systems disciplines participated in the second annual ACIS Postgraduate Conference on 25 and 26 October. Eight papers were presented by honours, masters and doctoral students and a panel discussion was conducted. The papers ranged from tax compliance and religiosity, and among trade apprentices and students, through neural networks, sales taxes on imported goods and owner-occupied housing, Chinese accounting in the early 20th Century, to corporate social responsibility from the world's largest gold mine to the Amungme and Kamoro peoples in West Papua. A faculty panel comprising Adrian Sawyer, Michael Falta, Anushia Inthiran and Markus Milne aired issues around doing research and being a researcher.

The UC Centre for Entrepreneurship has had another busy month supporting enterprising UC students:

- In February 2018, UC Law and Commerce student, Daniel Chan will represent New Zealand as part of a four-person business consulting team at the Heavener International Case Competition at the University of Florida. Twenty teams from across the world will compete in several business cases during the week.
- Two UC students, Evie Wallace and Nic Steyn, will represent the University of Canterbury in India this month as part of the NZ-India Sustainability Challenge. Evie will join a team from Delhi University with their project to use garbage to create electricity. Nic will join a team from Manipal Institute of Technology with their project VaxiBead, an innovative health platform to store vaccination data of children.
- Global China connection's Annual Awards were held last month at Dux Central in Christchurch City. Three students were announced as the Shanghai Shout winners, each selected to undertake a fully-paid internship in China this summer. Hugh Baird was selected for Fonterra, Brooke Leonard for Westland Milk, and Emily Barker for New Zealand Tourism.
- The fifth Summer Startup Programme was launched at EY Christchurch for the 2017/18 summer on 24 October. 30 students across 26 ventures have been selected from a range of year levels and disciplines, including six PhD candidates and four Masters students. During the Launch, EY Entrepreneur of the Year 2017 finalists, Jamie Bennett and Patrick Broadbent (Snap Rentals), and category winner, Will Lomax (Onguard Group) provided an insightful panel discussion about their very own startups. The Programme kicks off at the UC Centre for Entrepreneurship on 20 November 2017.

### **8.3 College of Engineering (Te Rāngai Pūkaha)**

The College is pleased to see that the ATEs and accepted offers show that School of Product Design may be exceeding its targeted numbers in year one of its existence, 2018. The Engineering and Science Annex building is being modified to house the new School with innovative design for both the inside and the outside of the building. Plans are now being drawn up for 2019, when years one and two will be running, with increased EFTS. Potential academic staff are currently being interviewed resulting in several opportunities to appoint very able candidates across all three majors.

Next year, for the first time, the College will have a Dean (Intermediate), another tool to assist with enhancing the student experience in the Intermediate year. This is a very large cohort, and students can feel a bit lost before they join specific departments in year two. The first Dean (Intermediate) will be Professor Philippa Martin, who is passionate about the experience that the diverse student body has at UC. She and others have planned a series of engaging event in the Core in 2018 to maximise Engineering's new facilities whilst improving the experience, and thus the retention rates of Intermediate students.

The PVC and the College Dean (International) were involved in welcoming approximately twelve delegates/ambassadors from several countries as well as other distinguished guests to the College of Engineering. They were here for the Antarctic season opening season but also wished to see the new facilities within Engineering, as well as progress on the RRSIC. They visited the Engineering Core and were taken to the HiTLab to see some examples of how the University is developing future technologies. Their visit was initiated by the Christchurch City Council because they are interested in showcasing Christchurch as a centre of innovation.

On 8 November the College participated in the EKEA Year 10 Maori Student Event, hosting students from local schools to show them pathways into university in a fun, interactive and engaging way. The aim of the event is to inspire them to continue taking science and maths subjects at school and make them aware of what engineering is.

In light of new legislation and other concerns, the College has decided that increased compulsory PPE (specifically safety footwear) for students will be required in some labs throughout Engineering from 2018 onwards. Departments are currently identifying the respective areas and these will be communicated. Once these areas are confirmed, any staff or visitor entering those areas will also be required to wear the relevant PPE.

A main concern at present is that the delivery of the Mechanical and Civil wings is seriously delayed by Hawkins. This has impacted Mechanical severely as they currently have no access at all to some of their equipment. Civil are occupying about two thirds of their wing but the Fire Lab is not open yet. The Rehua delay has impacted Forestry, as the Centre for Entrepreneurship is still in the Forestry Building, but Forestry also need the space.

#### **8.4 College of Education, Health and Human Development (Te Rāngai Ako me Te Hauora)**

The College has hosted a series of successful events in the last month including the Better Start National Science Challenge Literacy Symposium with outstanding keynote addresses given by Professor Laura Justice (Ohio State University) and Lynne- Harata Te Aika (Te Rūnanga o Ngāi Tahu). The two day symposium included a range of research presentations from the UC Better Start Science Challenge team and attracted over 250 attendees. In the following week the College also hosted the Flexible Learning Spaces Symposium where a sold-out audience enjoyed Professor Anne Sliwka's (University of Heidelberg) keynote address sharing insights into OECD findings on innovative learning spaces. The College, in conjunction with the Office of the AVC Māori and Te Rū Rangahau Māori Research Laboratory, also hosted an extremely successful and very well-received Māori Research Colloquium. The event was well-attended by educators, practitioners, Māori and Indigenous community leaders, and senior University staff. Highlights of the day included two keynote addresses – the first from illustrious Māori educator and leader Sir Toby Curtis (Ngāti Rongomai) who was welcomed at the mihi whakatau by preeminent Māori leader, Sir Tipene O'Regan (Ngāi Tahu). The second keynote was delivered by Dr Lana Leslie, a Kamilaroi woman from Western Sydney University. Both addresses were challenging, thought-provoking, and spoke to the heart of Indigenous histories and ways of knowing.

On November 6, the College held its first full-day College Postgraduate Student Showcase, an event established to celebrate the postgraduate research that has been conducted since the College has been based at the Dovedale Campus and to continue as an annual event in Rehua. The day concluded with an uplifting keynote from Adjunct Associate Professor John Freeman-Moir on the topic 'The Worth of a Doctorate'.

Simon Arnold and Tony Baird have recently returned from a worthwhile trip to China where they met with key education partners and officials in Chengdu, Nanchang, and Fuyang to promote UC as an education destination, explore potential MoUs and delegation visits, and discuss student exchanges and shared programmes.

Their return trip via Japan included with a short visit to Sonoda Women's University, and a follow up visit to Tokyo City University regarding the Tokyo City University student Semester Study Abroad project.

## **8.5 College of Science (Te Rāngai Pūtaiao)**

As UC approaches the off ramp for 2017, the College is very pleased about the signals coming through in the weekly reports on numbers of applications to enrol to study in the College. As of 11 November, nearly 16% more domestic student Applications to enrol (ATE) had been received than at this time last year. This is an extremely pleasing result, which is attributable to our new products and especially our new 180 point Masters degrees, refreshed collateral focused on post-degree career pathways, a range of new and/or invigorated high-profile outreach events (including our online I Love Science competition run in conjunction with the Neil deGrasse Tyson tour), and a swathe of other initiatives that are now bearing fruit.

As part of the Executive's work in EFTS growth, the patterns of enrolments in our core undergraduate degree – the BSc are being observed and a fairly substantive piece of market research work commissioned. At the Executive Planning Day on 2 November, we received the results of that work. The process of digesting and action planning is ongoing, but this work provides very useful insights that will inform a range of actions at College level – and hopefully at UC level. For example, this work shows that students choose a BSc before they choose a university at which to study: which means that the College needs to target prospective students in a way that reflects that process.

The College is also very excited about recent research funding successes, and in particular the Marsden Fund results. Six out of eight proposals that made it through to the second round were funded, which is an excellent success rate at that stage. Three of those six were Fast Start grants of \$300k to early career researchers – Anna McLeod of the School of Physical and Chemical Sciences, Daniel Price of Gateway Antarctica, and Mitja Remus-Emsermann of BIC/Biological Sciences. The three standard Marsden awards - with values ranging from \$853k to \$940k - were to more established researchers: to Jason Tylianakis and to Elissa Cameron, both of Biological Sciences, and to Alison Downard of the School of Physical and Chemical Sciences

The College is of course eagerly anticipating the imminent move – or rather, the imminent start of a carefully planned process of moving - into Ernest Rutherford, which will begin later this month. As this finally becomes a reality, attention now turns to unresolved next steps, including the specialist science workshops that serve the needs of the labs in the building.

Finally, the so-called 'sharing economy' is coming to global science - and the College is engaged, having just secured a second contract to provide scientific services to a third party (a high profile US university) through Science Exchange, an online marketplace that allows scientists to outsource research and scientific analytics to service providers who have equipment or expertise they lack. Science Exchange was founded in California in 2011 by a group of entrepreneurs including New Zealander Elizabeth Iorns. NASA, Shire, Marck, Genentech, Sanofi and many top tier research institutions and universities are amongst their clients. The College is planning to grow its engagement with this non-traditional pathway to international collaboration and international revenue.

## **9. Conclusion:**

While Government has yet to confirm who is eligible for free tuition in 2018 and how institutions will be paid in lieu of student tuition fees, there can be no doubt that eligible prospective students will face lower actual and perceived financial barriers to accessing a UC qualification. That is, unambiguously, a good outcome for students eligible for that support. All students eligible for loans and allowances will benefit from the higher rates to be implemented for 2018.

This is the final Vice-Chancellor report to Council for 2017. It is an opportunity to express appreciation for the support Council has provided to University staff over the past year and for me to acknowledge the vast effort and achievements this year. While there has been frustration at the uncertainty and delay around the major building projects, progress in the work around the graduate profile, streamlining enrolment processes, seeking external resources to support research and philanthropic support for a range of University activities has exceeded my expectations. Increased enrolments this year in all Colleges for both domestic and full fee students and levels of applications to enrol for 2018 are reassuring. 2018 promises to see closure on a number of significant projects and increasing focus on our transformation and growth opportunities.

## 10. Appendices

### 10.1 Appendix 1: Building Update

#### Overall

UC Futures projects are experiencing considerable transition particularly RRSIC Stage One (Ernest Rutherford) and CETF as they approach completion and occupancy by UC staff within the next month to six weeks. The numbers of tradespersons on campus are subsequently declining, reducing to between 350 and 400 persons, and will continue to decline by at least another 100 by the end of the year. Work is continuing safely on all sites with no major injuries again reported for the last period.

#### Campus Construction Safety Group

The Campus Construction Safety Group continues to meet, focussing on the construction projects noting that as projects reach their final stages, larger numbers of new tradespersons arrive on site to complete minor outstanding works and defects as the more site experienced sub-contractor staff move onto other city projects. This requires additional on-site Health and Safety management by the major contractors to ensure new arrivals are properly inducted and safe work practices and conventions are not compromised.

This emerging issue has been taken from the UC Campus Construction Safety Group to the Contractor Round Table Forum given growing concern and the issue has been acknowledged and is a focus for both the respective Fletchers and Hawkins Health and Safety site teams. A number of discussions at this forum have included Safety in Design and its implications for construction contractors, so over the next few meetings material presenting methodologies in managing issues related to Safety in Design by contractors will be distributed and discussed. An offer by a manager from one contracting company to present to the group members, has been received and accepted to improve awareness.

#### Current Building Status

#### Key Progress this month:

#### Major work

#### Rutherford Regional Science and Innovation Centre (RRSIC)

#### RRSIC Stage 1 – Ernest Rutherford

The Construction Programme status as follows:

- Baseline Practical Completion date – 10 April 2017
- Contract completion date 2 May 2017
- Current forecast Practical Completion date – 21 November 2017

Programme delay is largely due to delays in commissioning of services as completion of building works is achieved across all floors and to the exterior of the building. Occupation for UC will be in late November. Moving the teaching labs being the first priority to achieve a Semester 1, 2018 start. UC are closely monitoring the works against the current completion programme with an emphasis on the contractor ensuring critical building activities in advance of commissioning are being met.

On site works are as follows:



- Carpet and vinyl flooring is complete on all levels and has been covered to prevent damage.
- Rubber flooring completed and protection installed.
- Services installations are substantially complete to all levels.
- Commissioning activities are down to the integrated testing between all systems which is progressing well with limited issues being found.
- Novalab laboratory joinery installation throughout the building continues, with final positioning of loose benches under way.
- Defects inspections by UC consultants have continued with three of the five floors being substantially completed.

The percentage of progress reported by Fletcher at the fortnightly Site Meetings during October is as follows:

- Overall progress on the Construction Programme: 99% (no change)
- Major building works in progress: Building Services 99.5% (an increase of 2.5 percentage points)
- Façade Curtain Wall 99% (an increase of 1 percentage points).
- Interior Fit out 96% (an increase of 4 percentage points)
- Commissioning 85% (an increase of 20 percentage points)

## **RRSIC Stage 2**

- Asbestos still continues to be a major issue with the new requirements on clearance testing that came into force in November 2016 presenting a major impact on programme. Mitigation plans for the demolition sequence can only rescue some of the delay. Initial indications would show a completion of the project some five weeks late at end of January 2019. Solutions to address Work Safe concerns have been proactively managed by Dominion and different methodologies for a quicker and acceptable regime in removal of asbestos from contaminated surfaces are being explored together with alternative dumping sites to reduce overall cost. Laboratory testing continues to inform these options.

## **Canterbury Engineering the Future (CETF)**

### **Tranche 1**

- Practical completion has been awarded for both ECE and CAPE.
- The Engineering Core was handed over to UC on 15th February, 2017 and PC issued on 27 September, 2017.
- The close out of outstanding items within Tranche 1 buildings remains a priority issue, however whilst good progress is being made to complete the list of items a number of them have significant levels of complexity that require multiple actions/resources to achieve close out. These challenges include long lead times for procurement and delivery of redundant items discovered during the commissioning/handover process.

## **Tranche 2**

- Under the conversion of the Hawkins contract to a Fixed Price Lump Sum (FPLS) the University elected to pursue a staged occupancy strategy for the Civil and Natural Resources (CNRE) wing. The following practical completion dates were agreed within the FPLS terms and conditions:
- Fluids and Structures labs – 30 June 2017
- Whole of the contract works (balance of CNRE and all of the Mechanical wing) – 30 September, 2017.
- The University took occupancy of the Fluids and Structures laboratories on 1 August, 2017.
- PC for the Structures and Fluids labs was issued on 20 October, 2017. The cranes are now in use.
- Finish date for the balance of Tranche 2 is forecast (by Hawkins) to be 27 November, 2017.
- Given the historical trend for significant programme slippage to occur in the later stages of the CETF project the University had already adopted an alternative storage strategy for the decant of Mechanical areas from their temporary space in the Warehouse to the wing. This was driven by the need to handover the Warehouse for the construction of a lecture theatre, to reduce the risk of disruptive works post occupancy and to provide programme certainty for decant activities.
- Currently, a strategy to take occupation of the building no later than 4 December, 2017 is being actioned to avoid considerable disruption to the College and avoid any further delay in use of the wings for teaching in Semester 1, 2018.

## **Link Reclad**

- Some program delay has been experienced, nevertheless Dominion are planning for completion of interior works by 16 November, 2017 and full demobilisation by 8 December, 2017.
- Between 16 November, 2017 and 8 December, 2017 all work will be external to the building and will not interfere with reoccupation or normal use.
- Reoccupation of the building has seen minimal inconvenience by this delay.

## **Relocation of the College of Education Health and Human Development – Rehua (NEB)**

- On site resource levels through October, 2017 are now averaging 180 to 190 onsite workers per day.
- The resubmitted programme rev L.4 is under review by both the Engineer to the Contract and Hinds Blunden in Melbourne. The first version was rejected by the Engineer but the proposed PC date currently presented by Hawkins is 28 February 2018.
- UC works for AV and FF&E installation have been reprogrammed to take place in January and February 2018 given notice of additional programme delay.
- UC storage of recently procured FF&E is being arranged from December, 2017 until the building is ready for occupancy.
- Progress is being monitored weekly by TPO with a report copied to UC and Hawkins, the report provides valuable information to assess progress.
- Whilst the project is currently on budget, the major budget risk is continued programme delay.
- Completion of the external façade remains a critical programme risk with numerous unresolved quality issues and ongoing delays with shop drawings, a matter that has been escalated to Downer Executive management. Hawkins has responded by exercising direct control over the façade subcontractor labour and planning.

- UC contingency plans for delayed occupancy until at least Easter 2018 are well developed in conjunction with the Colleges and the UC Timetabling team, given the lack of PCG confidence in the contractor achieving the program.
- Delays in Atrium glazing and West curtain wall continue to allow water into the building and further delay the fit-out works. The basement that was previously flooded is now drying out and the waterproofing risk in this area is reducing.
- Internal façade panels are now fitted to 90% of the building elevations and façade glazing is 90% complete.
- Fit-out works are proceeding behind schedule across the north and south buildings. First fix fit-out work however, is near completion in both building wings.
- Painting and floor coverings are progressing where spaces are complete.
- Housekeeping and tool test certificates continue to be a challenge on site. However, the incidents reported in October are minor and Hawkins are proactively managing their response to the incidents and the ongoing education of subcontractors.

### **Other Buildings/ Projects**

#### **UCSA – Haere-roa**

- The project remains on track for the building to be operational by February 2019.
- Preparation for construction for the concrete ground beams and excavation works below the slab are underway with minor delays which are expected to be absorbed within the project program.
- The Wellness Precinct infrastructure works are progressing well with the first bore underway.
- The Health Centre and new sub-station construction works are now underway.
- The UCSA fit-out design and procurement strategy has commenced.

#### **James Logie and Elsie Locke refurbishment**

- The works involved with the refurbishment of the toilets are now complete.
- The team of consultants has been appointed, design work is ongoing. A design team meeting planned for 9 November 2017 finalised the detailed scope, allowing the quantity surveyor to complete their cost estimate.
- The intention is to submit the consent application prior to the Christmas break, with tender information to be issued to contractors in the New Year.

#### **Postgraduate apartments at Dovedale - Hayashi**

- All of the structures were completed by the end of October 2017 with exterior cladding and painting now underway and scaffolds being progressively dropped across the site.
- Works during the study and exam period were closely monitored in order to manage noise nuisance to the neighbouring student accommodation.
- Furniture has been procured and a show apartment was completed for photography and tours by the operator and SSAC staff in October 2017. This has now been dismantled so that defects and completion works can continue.
- The townhouses will be completed before Christmas with some landscaping and sprinkler commissioning to extend into mid-January 2018.
- The project remains on programme for occupation in February 2018.

## **Upgrade of Existing Residential Halls**

- CLV have confirmed that they are willing to shorten student contracts to allow the required access period for Connon to be strengthened in the 2018/19 summer period.
- Investigations will be undertaken in the 2017/18 summer period to enable works to be planned.

## **Warehouse Lecture Theatre Project**

- A methodology has been agreed with the Council to ensure that the space will be operational under a Certificate of Public Use in time for Semester 1 2018.
- A contract has been executed with Brosnan Construction Limited for the works and site establishment is underway.
- The critical dependency of the CETF decant being complete, and the space handover to the contractors on the 8 November 2017 was achieved.
- A variation to the contract is being established to include the Sports Labs required under the recently approved Clearing the Villages Business Case, this will not impact the delivery of the Lecture Theatre.

## **Projects in planning this month include:**

- New Learning and Teaching Spaces planning for 2018/2019.
- Communication Disorders relocation.
- NZ Fire Station/Education Centre proposal.
- College of Business and Law growth/accommodation planning.

## 10.2 Appendix 2: Upcoming Events Calendar

<b>Date (day/date/month)</b>	<b>Event name</b>	<b>Key goal</b>
Wednesday 29 - Friday 1 December	New Zealand Tertiary Recreation Managers Conference	Conference
Monday 4 - Friday 8 December	International Conference on Computers in Education	Conference
Monday 4 and Tuesday 5 December	Geospatial Research Conference (GRC2017)	Conference
Wednesday 6 December	UC Bound: Christchurch	Recruit
Monday 11 & Tuesday 12 December	Climate change in the National Science Challenges / Mitigation research in New Zealand	Conference
Wednesday 13 December	Graduation: Colleges of Engineering and Arts	Engage
Wednesday 13 December	Graduation: College of Education, Health and Human Development	Engage
Thursday 14 - Saturday 16 December	Annual Conference of the Australian & NZ Law and History Society (ANZLHS)	Conference
Friday 15 December	Graduation: College of Science	Engage
Friday 15 December	Graduation: College of Business and Law	Engage

### 2018 Events (February)

<b>Date (day/date/month)</b>	<b>Event name</b>	<b>Key goal</b>
Monday 5 February	Community Meeting	Promote
Friday 9 February	RRSIC and CORE public showcase	Promote
Saturday 10 February	Emerging Leaders Development Programme 2018 Retreat	Retain
Monday 12 February	International Welcome	Retain
Friday 16 February	Orientation Day	Retain
Thursday 22 February	February 22 Earthquake Acknowledgement and Commemorative Pathway opening	Promote
Tuesday 27 February	Late International Welcome 2018	Retain

### 10.3 Appendix 3: VC Activities

<b>Past</b>	
27 October	<ul style="list-style-type: none"> <li>• Hosted UCSA Exec Dinner</li> </ul>
1 November	<ul style="list-style-type: none"> <li>• Met with Paul Viney (CEO Powerhouse Ventures)</li> </ul>
1 November	<ul style="list-style-type: none"> <li>• Presented PG PIPs to Ngāi Tahu Holdings Subsidiary Chief Executives</li> </ul>
2 November	<ul style="list-style-type: none"> <li>• Attended UCSA Event to farewell James and Exec team</li> </ul>
7 November	<ul style="list-style-type: none"> <li>• Presented PG PIPs to ANZCO</li> </ul>
9 November	<ul style="list-style-type: none"> <li>• Presented PG PIPS to Ravensdown</li> </ul>
10 November	<ul style="list-style-type: none"> <li>• Spoke at 2017 Chancellor's Dinner</li> </ul>
14 November	<ul style="list-style-type: none"> <li>• Spoke at Waterways Centre for Freshwater Management: Postgraduate Conference at Lincoln University</li> </ul>
15 November	<ul style="list-style-type: none"> <li>• Spoke at New Staff Induction</li> </ul>
16 November	<ul style="list-style-type: none"> <li>• Chaired the UNZ Committee for International Programmes Meeting</li> </ul>
16 November	<ul style="list-style-type: none"> <li>• Hosted Geospatial Research Institute Board meeting/dinner</li> </ul>
22 November	<ul style="list-style-type: none"> <li>• Hosted an event for the UC Centre for Entrepreneurship</li> </ul>
24 November	<ul style="list-style-type: none"> <li>• Spoke at Careers Advisors and International Directors Breakfast</li> </ul>
27 November	<ul style="list-style-type: none"> <li>• Attended Pacific Peoples Advisory Committee (PPAC) and Pasifika Strategy Action Group meeting</li> </ul>
<b>Future</b>	
7 December	<ul style="list-style-type: none"> <li>• Attending University New Zealand meeting in Wellington</li> </ul>
13 December	<ul style="list-style-type: none"> <li>• Attending Graduation</li> </ul>
14 December	<ul style="list-style-type: none"> <li>• Attending Celebration for Māori Grandaunts</li> </ul>
15 December	<ul style="list-style-type: none"> <li>• Attending Graduation</li> </ul>

## 10.1 Appendix 4: UC Awards

We are proud to note the following achievements received by those in the UC community.

### JANUARY

#### **New Year Honours recipients with UC connections**

- John Fiso, ONZM for services to sport, education and the Pacific community.
  - Benesia Smith, MNZM for services to the State.
  - Catherine Russell, ONZM for services to health and governance.
  - Dr David Mitchell, ONZM for services to education.
  - Desmond Smith, MNZM for services to rugby and the community.
  - Graham Leslie (posthumous), QSM for services to education.
  - James Jefferies, QSM for services to local government, theatre and business.
  - Emeritus Professor John Frederick Burrows, CNZM, ONZM, QC. Appointed CNZM for services to the State.
  - Huei (Lyn) Lim, MNZM for services to New Zealand-Asia relations and governance.
  - Maata McManus, QSM for services to Māori and health.
  - Vi Cottrell, ONZM, QSM. Appointed ONZM for services to Trade Aid and the Fair Trade movement.
- Stewart Alexander (PhD student in Chemistry), Liam Boardman (studying for a BA in History and Political Science), Catherine O'Donnell-Jackways (BA Law), Alexander Amies (PhD student in Mechanical Engineering) and Jack Hayes (studying for a BA in History and Japanese) won the University Challenge game show. The final was screened on Prime TV in January 2017.

### FEBRUARY

- Professor Steven Ratuva won a prestigious Fulbright Senior Scholar Fellowship to carry out research as a visiting professor to three United States universities including Duke University in North Carolina, Georgetown University in Washington DC and the University of California in Los Angeles.
- Dr Regina Eisert was awarded a Pew Marine Conservation Fellowship recognising more than a decade of work protecting the world's oceans. Dr Eisert will analyse the long-distance movements, diet, preferred habitat, and foraging areas of the Ross Sea's largest predators – killer and sperm whales during the three-year fellowship project.

### MARCH

- Professor Brendon Bradley was awarded the Prime Minister's MacDiarmid Emerging Scientist Prize for his research into the effects of ground-shaking caused by earthquakes.
- Engineering students Jack Hendrikz, Jeremy Walters, Cam Thompson, Reuben Audley, Byron Engler, Sandy Morris, Simon Yip and Frank Sullivan were awarded a prestigious Design Award at the Asian leg of the Shell Eco-Marathon in Singapore.

### APRIL

- Pip McCrostie – Honorary Doctorate in Commerce
- Dr Julie Maxton – Honorary Doctorate in Law
- Peter Holdsworth – Honorary Doctorate in Engineering
- Wesley Mauafu received a Youth Champion Award in recognition of his work advocating for and supporting young Pasifika people in the area of wellbeing and suicide prevention.
- Alumnus Lachlan Matchett was named the Institution of Professional Engineers New Zealand (IPENZ) Young Engineer of the Year. He is currently Rocket Lab's vice president of propulsion.
- Science PVC Professor Wendy Lawson won the Asia-Pacific Spatial Excellence Awards Professional of the Year Award.

## JUNE

### **Queen's Birthday Honours recipients with UC connections**

- Emeritus Professor John Hearnshaw, MNZM for services to astronomy.
  - The Right Honourable Sir John Key, GNZM for services to the State.
  - Dame Peggy Koopman-Boyden, DNZM, CNZM for services to seniors.
  - Alan Parris, MNZM for services to mathematical education.
  - Anthony Hall, CNZM, MNZM for services to education and sport.
  - Beryl Bowers, QSM for services to the community.
  - Brian Palliser, QSM for services to the community.
  - Clarice Anderson, QSM for services to the blind and seniors.
  - Cranwell Bull, MNZM for services to cricket.
  - Desmond Ashton, ONZM for services to the New Zealand Defence Force and aviation.
  - Graeme Steel, ONZM for services to sport.
  - John Maughan, MNZM for services to health.
  - Lee Robinson, MNZM for services to the community and sport.
  - Lilian Biddulph, MNZM for services to literacy education.
  - Linda Webb, MNZM for services to music education.
  - Lynda Reid, ONZM for services to education.
  - Mary Gavin, QSO for services to women and the community.
  - Marilyn George, QSM for services to education and the community.
  - Michael Gorman, QSO for services to the community.
  - Richard Madden, QSM for services to music.
  - Robin McNeill, MNZM for services to conservation.
  - Sally Brooker, MNZM for services to science.
  - Timothy Gresson, MNZM for services to law and sport.
- 
- Aisling Rayne (Bachelor of Science with Honours) and Tim van Ginkel (to support doctoral study at UC) both won a Todd Foundation Award for Excellence
  - Alison Chamberlain was awarded the 2017 FMB Reynolds Scholarship in Law to carry out postgraduate study towards a Bachelor of Civil Law at the University of Oxford.
  - Alexandra Hudson and Caleb Wenborn both won a KiwiRail Scholarship.
  - Jessica Davies and Seamus Woods won a William Georgetti Scholarship to encourage postgraduate study.

**Fulbright New Zealand Science and Innovation Graduate Award** which recognise promising graduates with the acumen to support growth and innovation in New Zealand.

- Hazelle Tomlin, to complete her Master of Environmental Science at Colorado State University.
- Lottie Boardman, to complete her Master of Environmental Management at Yale.
- Paige Thomas, to continue to research the impact of skill training on motor neuron disease at Colombia University in New York.
- Richard Hunter, to complete his Master of Science in Aerospace Engineering at the Georgia Institute of Technology.

### **Fulbright New Zealand General Graduate Award**

- Alex Cheesebrough, to study at Duke University.



## JULY

- Associate Professor Te Maire Tau received a Blake Leader Award for leadership achievement in New Zealand.

### MYOB IT Challenge for innovative business solutions

- Angus Schuler
- Hugh Baird
- Stephan Hofmann
- Fiona Ambler
- Logan Williams
- Prasanth Sasikumar
- Daniel Chan

- Misikuki Pepa and Courtney Joblin won Kupe Scholarships, in both cases a Graduate Diploma of Teaching and Learning (Secondary).
- James Addington and Stuart Robinson each won a Prime Minister's Scholarship for Latin America – James to undertake a business internship in Buenos Aires, and Stuart to study a Master of International Business in Latin America.

## August

**2017 New Zealand Excellence Awards** from Education New Zealand were awarded to Indian students to experience New Zealand excellence in the fields of business, fashion and STEM-related programmes.

- Arijit Chakraborty (Pune, Maharashtra) Professional Master of Engineering Geology.
- Jenny Karathara James (Kochi, Kerala) Master of Applied Data Science.
- Selva Ganapathy Ramasamy (Chennai, Tamil Nadu) Graduate Diploma in Business Administration.
- Poonam Saini (Mukerian, Punjab) Postgraduate Diploma in Science (Geology).
- Rushabh Prakash Shah (Pune, Maharashtra) Professional Master of Engineering Geology.
- Prachi Jog (Pune, Maharashtra) Master of Science in Applied Psychology.

**Sustained Excellence awards** from Ako Aotearoa National Centre for Tertiary Teaching Excellence were awarded to:

- Professor Ursula Cheer, Dean of Law
- Associate Professor Ben Kennedy, Department of Geological Sciences
- Selva Ganapathy Ramasamy and Joyce Chen (EDP MBA programme) were winners in the Scheider Electric global competition Go Green in the City.

### **Vice-Chancellor General Staff Development Awards:**

- Ashalya Noa, Pauline Luafutu-Simpson, Damian Cairns, Leonie Partridge, Nigel Harris and Stuart Broughton.

### **Health and Safety Awards**

- Catherine Sellin, Julian Farmer, Kirsten Carey, Bryany Joslen, Freddie Jefferd, Pamela Chivers, Sarai Roper and Will Shannon.

## September

Ministry of Business, Innovation and Employment's 2017 Endeavour Round success for:

- Professor Andy Nicol, for research into the discovery of petroleum associated with buried volcanoes.
  - Professor Antony Fairbanks, for research into the manufacture of structure-optimised homogenous glycoprotein therapeutics.
  - Distinguished Professor David Schiel, for research into recovery trajectories of the marine ecosystem from the Kaikōura earthquakes.
  - Associate Professor Paul Gardner, for research into building bioinformatic software for controlling protein expression.
  - Associate Professor Renwick Dobson, for research into the development of a simple, general and novel assay platform for detecting and quantifying analytes in non-laboratory settings.
  - Dr Allan Scott, for research into low carbon magnesium oxide cement and hydrogen manufactured from olivine basalt.
- 
- Ashley Stuart won the Arts and Humanities section at the 2017 New Zealand Top Student Awards. Studying towards a BA in Political Science and History the award recognises Ashley's academic excellence, participation in an internship in Thailand and Model EU in Hong Kong, presidency of Canterbury's UN Youth, and captaincy of UC's A netball team.

## October

- Dr Laurie McLay (School of Health Sciences) was awarded the 2017 University of Canterbury Early and Emerging Career Researcher Award. The award recognises emerging UC researchers for the development of their research careers and the contribution they are making in raising the international research reputation of the University.
- Professor Phil Butler, Professor Phil Bones and Associate Professor Steven Paul Giesege were all part of MARS Bioimaging Ltd which won Champion Producer/Manufacturer – small enterprise, Champion Innovation and The Press Champion Canterbury Supreme awards at the 2017 Champion Canterbury awards.
- Associate Professor Geoff Rodgers was awarded the Cooper Award – the Royal Society Te Apārangi Early Career Research Excellence Award for Technology, Applied Science and Engineering for design and building innovations to protect against earthquakes.
- Dr Marwan Katurji was awarded a five-year Rutherford Discovery Fellowship for research titled *The invisible realm of atmospheric coherent turbulent structures: Resolving their dynamics and interaction with Earth's surface*.
- Kevin Hannah received the 2017 Bevan Werry Memorial Speaker award for his contribution to mathematics in New Zealand.
- Dr Ursula Rack was awarded the New Zealand Winston Churchill Memorial Fellowship. Dr Rack will travel to the USA and United Kingdom to investigate the preservation of their Antarctic histories and identify practices that may be utilised in New Zealand.
- Mechanical engineering students Arianna Ryan, David Cleary and Jamie Sommer won the international Warman Design and Build Competition in Sydney. The competition involved designing and building a machine that could perform a difficult specified task.
- Professor Katie Pickles was awarded a James Cook Research Fellowship by the Royal Society Te Apārangi on behalf of the New Zealand Government. She will use the fellowship to examine heroines in modern global history and women's changing role and status over the past 200 years.

New Zealand Postdoctoral Fellowships were awarded by the Royal Society Te Apārangi Rutherford Foundation Trust to:

- Dr Robin Lee, for research titled Earthquake-induced ground motion prediction: Realising the paradigm shift from empirical relations to physics-based simulation methods.
- Dr Daniel Preston, for research titled Building bigger and better cages: a novel approach to large and complex molecules. (Dr Daniel Preston will be starting at UC in the coming months.)
- Professor Tim Bell was awarded the 2018 SIGCSE Award for Outstanding Contribution to Computer Science Education.

## November

Eleven UC academics were awarded Marsden Fund research grants. The successful applicants were:

- Dr Anna Faye McLeod – The impact of massive stars on the lifecycle of galaxies: tracing massive star formation feedback in the nearby Universe.
- Dr Daniel Price – The solution to the Southern Ocean's sea ice mystery - its thickness.
- Dr Elissa Cameron – Does mother know best? Mothers, fathers and sexual conflict in sex allocation.
- Dr Mitja Remus-Emsermann – Using synthetic communities to visualise bacterial plant leaf community development and pathogen invasion processes at the single-cell resolution.
- Professor Jason Tylianakis – A bird in the bush with the data at hand: predicting ecological networks using traits and phylogenies.
- Associate Professor Peter Gostomski (co-Principal Investigator Ms Kim Baronian) – Removing nitrate from contaminated water using methane. Which microbes are doing the work?
- Dr Chris McGann – A hybrid 3D-1D framework for site-specific seismic response analysis.
- Dr Kevin Watson – Towards an improved theory of language change: understanding the covariation of linguistic variables within and across speakers.
- Professor Charles Semple (co Principal Investigator Mike Steel) – The Combinatorics of Reticulate Evolution.
- Dr Brendan Creutz – Brauer groups, degrees and rational points on algebraic varieties.
- Professor Alison Downard – Tailored environments for highly active and stable electrocatalysts.

New Zealand Institute of Chemistry awards to recognise outstanding chemists:

- Associate Professor Sally Gaw was awarded the Easterfield Medal.
- Graham Townsend was awarded the Denis Hogan Chemical Education Award.
  
- UC Council Teaching Medal awarded to Associate Professor Ekant Veer.
- UC Council Research Medal awarded to Distinguished Professor Geoff Chase.
- Professor Rick Millane was made a Fellow of the Royal Society of New Zealand.
- Associate Professor Sonja Macfarlane was awarded the Te Tohu Pae Tawhiti award, recognising researchers who have made a significant contribution to Māori education through high quality research over an extended period.
  
- UC won an Oracle Innovation Excellence Award for the Peoplesoft upgrade.

## December

- The Rt Hon Sir John Key to be awarded an Honorary Doctorate in Commerce.



Report to the Council from a meeting of the  
Finance, Planning and Resources Committee  
held on Monday 20 November 2017

The Committee recommends:

1. CAPEX Report to 30 September 2017

***THAT: Council note the CAPEX Report to 30 September 2017***

Ms Catherine Drayton  
**Chair**  
**Finance, Planning and Resources Committee**

21 November 2017



# Memorandum | Pukapuka



UNIVERSITY OF  
CANTERBURY

*Te Whare Wānanga o Waitaha*  
CHRISTCHURCH NEW ZEALAND

## Financial Services | Te Ratonga Ahumoni

Office: 6th Floor, Matariki  
Extension: 93454  
Email: [keith.longden@canterbury.ac.nz](mailto:keith.longden@canterbury.ac.nz)

To:	Ki:	Council
CC:	Tārua:	-
From:	Nā:	Keith Longden
Date:	Rā:	21 November 2017
Subject:	Kaupapa:	30 September 2017 quarterly capital expenditure report
Purpose:	Aronga:	For information

I attach the Quarter 3, 30 September 2017 capital expenditure report.

The report shows continuing progress on many projects, but with a forecast underspend against the 2017 capital budget. Increased expenditure in RRSIC and CETF projects has been experienced as expected, but while Rehua activity and expenditure is increasing the project is not advancing as hoped. Other projects are also not expected to meet original budgets for this year.

Accordingly, the total capital expenditure forecast for the year has been reduced to \$180.000 million (original budget \$205.980 million).

Positively, RRSIC Stage 1 and the final work on the CETF is close and next quarter should see the near-completion of these two significant projects.

Fletchers have made a proposal to settle the final account for the RRSIC construction contract. This proposal is currently being reviewed by the University. As it is subject to negotiation and final agreement by Council, no consequential cash flows that might arise from this have been included in this report.

### Recommendation:

For information.

Ngā mihi,

**Keith Longden**  
Executive Director / Chief Financial Officer | Kaihautū Matua Ahumoni

**Quarterly Capital Projects Report**  
**FINANCIAL SERVICES**  
**September 2017**

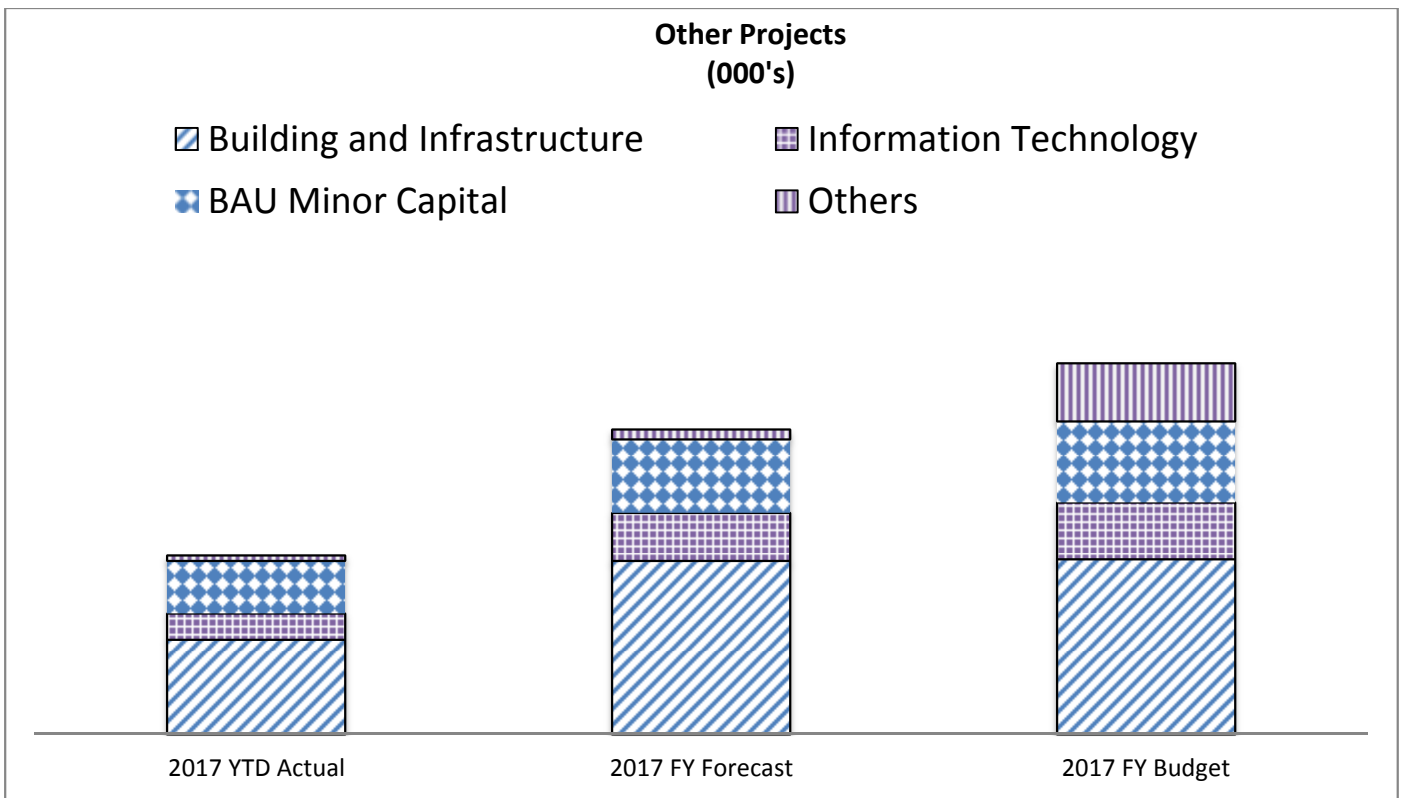
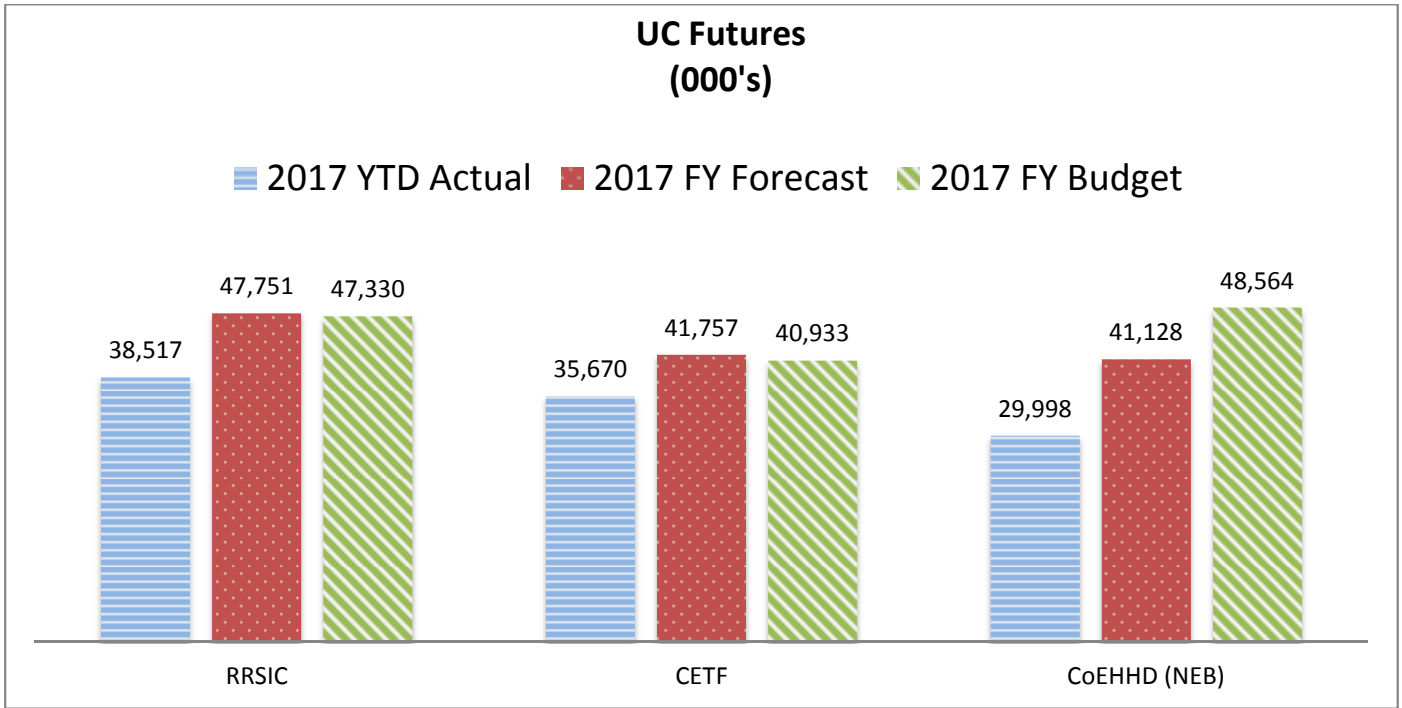
Prepared by:	Sarah Guo and Project Managers
Prepared for:	Keith Longden
Date:	27 <sup>th</sup> October 2017
Version:	2.0



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# Executive Summary



Other Projects - Category	2017 YTD Actual	2017 FY Forecast	Category % of Total Forecast	2017 FY Budget
Building and Infrastructure	14,637	26,660	57%	26,892
Information Technology	4,001	7,483	16%	8,813
BAU Minor Capital	8,020	11,368	24%	12,548
Others	858	1,509	3%	8,960
<b>TOTAL</b>	<b>27,516</b>	<b>47,020</b>		<b>57,213</b>

### Overall position – UC Capex

The reconciliation to the 30 September 2017 monthly report is as follows:

\$ Capex	2017 YTD Capex Actual	2017 YTD Capex Budget	2017 FY Capex Budget as per SMT Report
<b>UC Futures</b>	104,184,685	131,031,676	139,093,026
<b>Other Projects</b>	27,515,628	42,111,407	57,212,601
<b>Colleges + Services Units</b>	4,007,344	7,874,710	9,674,261
<b>Total</b>	<b>135,707,657</b>	<b>181,017,793</b>	<b>205,979,888</b>

\* UC Futures includes RRSIC, CETF and Rehua

### Overall position – Capital Projects (excluding Colleges and Services Units)

	2017 YTD Total Project Actual a = b+c	2017 YTD Opex Actual b	2017 YTD Capex Actual c	2017 YTD Capex Budget d	2017 YTD Capex Variance e = d-c	2017 Budget f	% of Budget Spent	% of Yr elapsed	Notes
<b>UC Futures</b>	106,251,887	2,067,203	104,184,685	131,031,676	26,846,991	139,093,026	79.5%	75.0%	1
<b>Other Projects</b>	29,472,296	1,956,668	27,515,628	42,111,407	14,595,779	57,212,601	65.3%	75.0%	2
<b>Total</b>	<b>135,724,184</b>	<b>4,023,871</b>	<b>131,700,313</b>	<b>173,143,083</b>	<b>41,442,770</b>	<b>196,305,627</b>			

	2017 Total Project Forecast A = B + C	2017 Opex Forecast B	2017 Capex Forecast C	2017 Budget D	2017 Variance E = D-C	2017 Forecast % of Budget	Notes
<b>UC Futures</b>	137,110,568	6,475,000	130,635,568	139,093,026	8,457,458	93.9%	3
<b>Other projects</b>	50,451,675	3,431,748	47,019,927	57,212,601	10,192,674	82.2%	4
<b>Total</b>	<b>187,562,243</b>	<b>9,906,748</b>	<b>177,655,495</b>	<b>196,305,627</b>	<b>18,650,132</b>		

Notes:

- At the end of Quarter three, the three UC Futures Projects are \$26.8M behind YTD budget (Q2 was \$30.6M). RRSIC had an average monthly spend of around \$2.8M in Quarter three compare with the \$1.6M that was budgeted.  
For CETF, as per the fixed priced lump sum (FPLS) agreed with Hawkins, the monthly payment was reduced to \$3.1M plus agreed variations. As a result, CETF had an average monthly spend of around \$3.7M in Quarter three instead of the \$1.5M that was budgeted (the budget anticipated this project would be much further ahead).  
Rehua had an average monthly spend of \$3.2M in Quarter three instead of the \$4.7M budgeted.
- Quarter three spend on other projects have been \$14.6M behind the YTD budget (Q2 was \$12.9M). Some of the projects have not progressed as quickly as was anticipated during 2017 budget cycle, i.e.: UCSA Redevelopment, Arts Precinct – Locke & Logie, Electrical Link Façade, Identity Management System and Online Experience Phase 3.
- There is, however, an increase in spend expected in the last quarter for UC Futures projects as the projects progress towards completion.
- Other projects' forecasts for 2017 spend include some projects which have just been through July and September Council approval, such as Conversion of Warehouse to Lecture Theatre and the Art Precinct – Locke & Logie, which was agreed by CAM during the 2016 reprioritisation of the Long Term Capital Plan, and which have placeholders in the 2017 Capex Budget. The forecast is based on the latest project manager's cash flow.
- Minor capital sectors (Library, Engineering Services and Campus Services) are all confident in achieving annual capital spend budget. However, ITS has delayed a few projects until further years.

## Capital Projects – In flight (excluding UC Futures projects)

Capital Projects Open \$000's	YTD Capex	Total Project						Full year (2017)		
		KPI*	Project To Date	Forecast Total Project Cost	Total Approved Project Budget	Variance	Contingency	Forecast Project Cost	Budget	Var
<b>Top Projects</b>										
1 Student First Programme	1,777	Green	2,769	21,800	21,800	-	-	6,046	4,000	(2,046)
2 Electrical Link (EN17)	20	Green	7,788	8,013	8,716	702	180	229	234	5
3 Electrical Link (EN17) - Recladding	3,961	Amber	4,451	5,542	5,491	(51)	857	5,008	4,891	(117)
4 Art Centre	976	Green	4,447	4,481	4,552	70	163	1,041	842	(199)
5 UCSA Demo	3	Green	1,811	1,799	2,193	394	183	177	64	(113)
6 UCSA Building	2,971	Green	3,895	27,945	27,945	-	400	5,374	8,191	2,817
7 Dovedale Accommodation Stage 1 (Sononda Extension)	5,567	Green	5,660	10,196	10,253	57	523	9,926	9,015	(911)
<b>Buildings and services</b>										
8 CWRK UN00 Te Papa Hauora (Health Precinct)	10	Green	180	1,611	1,611	-	53	82	82	-
9 UC Wellness Precinct Infrastructure	539	Amber	613	3,511	3,437	(74)	435	1,674	500	(1,174)
10 Art Precinct - Locke & Logie	449	Green	459	7,195	7,195	-	343	674	3,073	2,399
11 Warehouse Conversion / Lecture Theatre	127	Green	165	4,100	4,100	-	8	1,758	-	(1,758)
12 Other (Building Retentions and Accruals)	140		1,020	855	140	(715)	10	(105)	-	105
<b>Technology and Business</b>										
13 Skype for Business	289	Green	1,377	1,500	1,584	85	84	496	547	50
14 PeopleSoft v9.2 Upgrade	1,210	Green	1,337	1,618	1,850	232	325	1,505	783	(722)
15 Online Experience Phase 3	326	Green	1,201	1,758	1,891	132	210	1,272	1,241	(32)
16 Lecture Capture	183	Green	196	462	475	13	76	451	500	49
17 Identity Access Management	166	Green	166	620	1,456	836	243	620	1,743	1,123
<b>Total Open Projects</b>	<b>18,588</b>		<b>37,369</b>	<b>103,007</b>	<b>104,688</b>	<b>1,681</b>	<b>4,092</b>	<b>36,230</b>	<b>35,705</b>	<b>(524)</b>
18 Minor Capital	8,020		12,537					11,368	12,548	1,180
19 Closed Projects - Prior Years	1,105		212,681					1,129	1,960	830
20 Approvals in Principal	(197)		2,542					1,725	7,000	5,275
<b>Total Project</b>	<b>27,516</b>		<b>265,129</b>					<b>50,452</b>	<b>57,213</b>	<b>6,761</b>

### KPI - Traffic Light

Green: Below Total Approval

Amber: Within 5% of Total Approval

Red: 5% + above of Total Approval

## 5 Year Forecast

Capital Projects Open \$000's	Total Project Forecast						
	Prior Years	2017	2018	2019	2020	2021	Total
<b>Top Projects</b>							
1 Student First Programme	-	6,046	5,706	6,139	3,909	-	21,800
2 Electrical Link (EN17)	7,784	229	-	-	-	-	8,013
3 Electrical Link (EN17) - Recladding	490	5,008	43	-	-	-	5,542
4 Art Centre	3,440	1,041	-	-	-	-	4,481
5 UCSA Demo	1,622	177	-	-	-	-	1,799
6 UCSA Building	904	5,374	19,939	1,729	-	-	27,945
7 Dovedale Accommodation Stage 1 (Sononda Extension)	54	9,926	161	-	56	-	10,196
<b>Buildings and services</b>							
8 CWRK UN00 Te Papa Hauora (Health Precinct)	114	82	1,388	26	-	-	1,611
9 UC Wellness Precinct Infrastructure	64	1,674	1,706	66	-	-	3,511
10 Art Precinct - Locke & Logie	-	674	5,476	1,046	-	-	7,195
11 Warehouse Conversion / Lecture Theatre	-	1,758	2,342	-	-	-	4,100
12 Other (Building Retentions and Accruals)	961	(105)	-	-	-	-	855
<b>Technology and Business</b>							
13 Skype for Business	1,003	496	-	-	-	-	1,500
14 PeopleSoft v9.2 Upgrade	113	1,505	-	-	-	-	1,618
15 Online Experience Phase 3	486	1,272	-	-	-	-	1,758
16 Lecture Capture	8	451	2	-	-	-	462
17 Identity Access Management	-	620	-	-	-	-	620
<b>Total Open Projects</b>	<b>17,044</b>	<b>36,230</b>	<b>36,763</b>	<b>9,006</b>	<b>3,964</b>	<b>-</b>	<b>103,007</b>
18 Minor Capital	33,119	11,368	-	-	-	-	44,487
19 Closed Projects - Prior Years	211,553	1,129	-	-	-	-	212,682
20 Approvals in Principal	2,542	1,725	-	-	-	-	4,267
<b>Total Project</b>	<b>264,259</b>	<b>50,452</b>	<b>36,763</b>	<b>9,006</b>	<b>3,964</b>	<b>-</b>	<b>364,443</b>

## Closed projects

Capital Projects Closed in 2017 \$000's		Total Project					Total Capitalised Project to Date
		Actual Costs	Approved (Excl. Contingency)	Variance	Contingency	Total Approved	
<b>Closed Projects</b>							
1	Art Centre	4,447	4,389	(58)	163	4,552	4,392
2	Kirkwood Hall (Student Accommodation)	2,872	2,567	(305)	384	2,951	2,673
3	RIMS - Symplectic Elements	397	518	122	73	591	378

*More details on individual capital project costs are included in Annex 1.*

## Post Implementation Reviews

A programme of reviews for 2017 was approved by the Audit and Risk Committee in May 2017. The following table summarises the progress of PIRs endorsed by the Audit and Risk Committee.

Review order	Code	Description	Reason for priority	PIR progress
1	B1794	Geography staff	Size, risk	PIR in progress
2	B1848	Kirkwood Hall	First complete non-earthquake remediation project.	PIR report provided to ARC in October 2017
3		Single themed review – benefits realisation and management	Understanding current practice at UC.	Planning in progress.
4	B1734	CETF	Included in UC Futures plan	TBC - Project not yet completed.
5	B1857	Electrical link (and recladding)	Size, risk	TBC – Postponed to commence after completion of recladding.
6	B1493	Relocation of CoEHHD	Size, risk	TBC - Project not yet completed.

## UC Futures

The original business case forecasts are shown below.

Cashflow \$000's	2013	2014	2015	2016	2017	2018	2019	Total
RRSIC	4,890	19,710	65,433	54,635	32,881	28,433	6,517	212,500

\* Detailed Business Case approved in January 2014

Cashflow \$000's	2013	2014	2015	2016	2017	Total
CETF	2,960	13,860	84,760	39,020	2,200	142,800

\* Detailed Business Case approved in January 2014

Cashflow \$000's	2013	2014	2015	2016	2017	Total
Relocation of the College of Education -	-	27	21,209	27,903	5,861	55,000

\* Stage 1 Business Case approved in December 2014

### UC Futures Projects Financial Summary

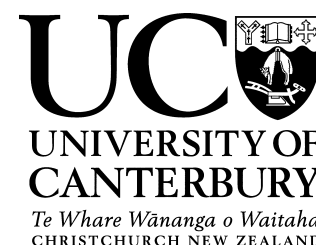
The UC Futures projects' budgets in the table below reflect the latest approved business case.

Capital Projects Open \$000's	YTD Capex	Total Project					Full year (2017)		
		Project To Date	Forecast Total Project Cost	Total Approved Project Budget	Variance	Contingency	Forecast Project Cost	Budget	Var
<b>RRSIC</b>									
Rutherford Regional Science and Innovation Centre	38,517	172,408	222,040	216,000	(6,040)	11,820	51,951	47,330	(4,621)
<b>CETF</b>									
Canterbury Engineering the Future	35,670	155,364	162,464	163,500	1,036	5,350	43,457	40,933	(2,525)
<b>Rehua</b>									
College of Education, Health and Human Development Relocation Project	29,998	58,894	78,298	79,332	1,034	4,400	41,703	48,564	6,861
<b>Total UC Futures</b>	<b>104,185</b>	<b>386,666</b>	<b>462,803</b>	<b>458,832</b>	<b>(3,971)</b>	<b>21,570</b>	<b>137,111</b>	<b>136,826</b>	<b>(284)</b>

\* Note: UC Council have approved a \$2.27M for UCF programme contingency in 2017 Budget is held in programme level instead of the project level.

Capital Projects Open \$000's	Total Project Forecast						
	Prior Years	2017	2018	2019	2020	2021	Total
<b>RRSIC</b>							
Rutherford Regional Science and Innovation Centre	132,863	51,951	32,950	3,946	330	-	222,040
<b>CETF</b>							
Canterbury Engineering the Future	118,825	43,457	182	-	-	-	162,464
<b>Rehua</b>							
College of Education, Health and Human Development Relocation Project	28,726	41,703	7,869	-	-	-	78,298
<b>Total UC Futures</b>	<b>280,414</b>	<b>137,111</b>	<b>41,001</b>	<b>3,946</b>	<b>330</b>	<b>-</b>	<b>462,803</b>

# Memorandum



To:	Council Registrar
From:	Professor Julie Mackey (Chair, Academic Board Review Working Group) Professor Ian Wright (Chair, Academic Board)
Date:	8 <sup>th</sup> November 2017
Subject:	Academic Board Review Working Group Timeline
Purpose:	For information and update on progress

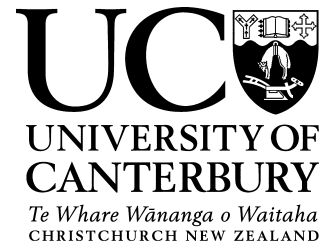
As new Chair of the Academic Board Review Working Group, I provide an update on the working group's progress and the timeline for reporting on this work to Academic Board, Council, and SMT. The working group met on 3<sup>rd</sup> November to consider the feedback received from Emeritus Prof John Burrows and Dr Robin Mann on the draft recommendations, and we are now working to the following timeline:

- November      Meet with Emeritus Prof Burrows and Dr John Mann to discuss feedback.
- November      Notify Council of progress and timeline.
- December      Working group will complete the Review Report no later than 8<sup>th</sup> December.
- February      Review Report presented to Academic Board for consideration on 9<sup>th</sup> February (and 9<sup>th</sup> March if necessary).
- March          Review Report presented to Council along with feedback from Academic Board and SMT (28<sup>th</sup> March).





**TE POARI AKORANGA  
ACADEMIC BOARD**



**RECOMMENDATIONS TO THE COUNCIL  
FROM A MEETING OF THE ACADEMIC BOARD  
HELD ON FRIDAY 10 NOVEMBER 2017**

The Academic Board met on Friday 10 November 2017 and recommends:

- 1. That the Council note the report from the Academic Board**
- 2. That the Council note the Academic Review reports:**
  - a. Bachelor of Commerce with Honours and Master of Commerce**
  - b. Postgraduate Diploma in Science, Bachelor of Science with Honours, and Master of Science**

Professor Catherine Moran  
**Acting Chair**  
**Te Poari Akoranga – Academic Board**  
22 November 2017



**UNIVERSITY OF CANTERBURY**  
**REPORT OF THE ACADEMIC BOARD MEETING HELD ON**  
**FRIDAY 10 NOVEMBER 2017**  
**TE POARI AKORANGA**

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The Academic Board reports for information the following matters that have been considered since the October 2017 meeting of the Board:

**1. CHAIR'S REPORT**

The Chair noted the following:

- The working party reviewing the Academic Board is now being chaired by Associate Professor Julie Mackey. They will be producing a report for the Academic Board to consider at its first meeting in February 2018 with a second discussion at the March meeting before presenting a report to the March meeting of the University Council.

**2. THE VICE-CHANCELLOR'S REPORT**

The Vice-Chancellor took the report as read, and made the following observations:

- Early enrolment numbers indicate a surge in returning students and Canterbury domestic numbers seem better than expected. He reminded Board that it was still very early in the enrolment cycle to be clear of expectations.
- It was noted that the University and the sector are still waiting on Ministerial decisions on the new free fees for first year students' policy. It is uncertain what impact this may have on numbers for the University or the university sector.
- A summary of building projects was given, noting the imminent handover of the Ernst Rutherford building, the official opening of the CETF albeit with some work remaining, and that the Rehua building is challenged to meet expected deadlines.
- The 2018 Budget is nearing completion for Council approval. This budget has a forecast deficit of \$7 Million for 2018 with a forecast of a neutral budget for 2019.

Comments and questions from the floor included:

- Clarification was asked on the budget, noting that it included expect growth in student numbers, part of the 10-year planning process. Should these growth targets not be met then the deficit would be larger, or if they are exceeded then the deficit would be smaller.
- A comment from the floor was made about a recent opinion piece in The Press, which discussed the socio-economic effects of the incoming free-fees policy.
- A question was asked about the impact of the free-fees policy on scholarships. It was noted that it was too early to make any decision on this as it would depend on what the policy implementation looked like.

**3. ACADEMIC STAFF POSITION DESCRIPTIONS**

The Acting Assistant Vice-Chancellor spoke to her memorandum noting that the Board had discussed this issue at the last meeting and based on that feedback some changes had been made and these were endorsed by the Learning and Teaching Committee. There was no further discussion on the topic.

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#### **4. ACADEMIC REVIEW: BACHELOR OF COMMERCE WITH HONOURS AND MASTER OF COMMERCE**

The Dean of Business presented the review report and thanked Professor K. Pickles (Panel Chair) and the review panel. A number of the recommendations were noted, particular those that the College was already addressing. The panel had recommended the retention of the BCom(Hon) and some potential changes on the minimum size of the capstone research work in the MCom. In discussion, it was noted that there are wider University strategic issues with these points. A question was raised on the uptake of the Kia Ngaringari initiative (promoting the appointment of Māori staff); the Vice-Chancellor responded that it was in the order of 1-2 staff this year. The Dean will report back in a year on progress.

#### **5. ACADEMIC REVIEW: POSTGRADUATE DIPLOMA IN SCIENCE, BACHELOR OF SCIENCE WITH HONOURS AND MASTER OF SCIENCE**

The Academic Dean of Science presented the review report and thanked Professor B. Davidson (Panel Chair) and the review panel. It was noted that the College has not yet had an opportunity to discuss the recommendations, but that the thrust of them were positive for the College to work from. The Dean anticipated potential 2018 Round 1 CUAP work flowing from these and will report back in a year on progress.

#### **6. SUMMER RECESS**

The Chair noted this would be the last ordinary meeting of the year and the motion was carried to delegate Board activities for the summer recess to the Chair of the Board in consultation with the Academic Administration Committee as appropriate.

#### **7. GENERAL BUSINESS**

The Chair noted this was the last meeting for both the President and Vice-President of the UCSA and thank them for their work on Board and the numerous other committees of the University. The motion of thanks was passed with acclamation. The two student members in turn thanked the Board and its members for both their learning experiences and the work done “behind the scenes” at the University that are important to the student journey and experience.

Dr Andrew Bainbridge-Smith  
**Secretary**  
**Te Poari Akoranga – Academic Board**  
22 November 2017

**UC BUSINESS SCHOOL**

**Programme Review 2017**

**Bachelor of Commerce with Honours**

**Master of Commerce (180pts)**

**Master of Commerce (120pts)**

University of Canterbury

17-18 August 2017



### Review Panel Members:

Professor Katie Pickles (Chair), University of Canterbury

Professor Anindya Banerjee, University of Birmingham

Professor Simon Kemp, University of Canterbury

Professor Lisa Marriott, Victoria University of Wellington

Dr Abby Suszko, Kaiārahi Māori, University of Canterbury

Mr Nathan Jones, PriceWaterhouse Coopers

### Acknowledgements

The Panel wishes to thank the staff in the School of Business who assisted the review. They engaged fully with the review and spoke frankly and thoughtfully. We would also like to thank the students and alumni who took time to meet with us. Annette Wanty provided superior administrative oversight.





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## Executive Summary

The BCom(Hons) and MCom was reviewed by a panel of six people, including two external academics, one from outside New Zealand, and a senior industry expert. The panel met at the University on 17-18 August 2017 meeting academic staff teaching into the programme, other staff involved with programme, university management, current students, graduates and industry representatives. The last academic review of the revised BCom(Hons), MCom (120pts) took place in 2012. This is the first review of the 180pt MCom since its introduction in 2014.

The panel had the following commendations:

1. The panel was impressed by the positive, honest and professional spirit of those with whom we met.
2. Staff were passionate about their work and displayed strong collegiality.
3. Teaching received positive feedback from students, with surveyed students suggesting that the degrees are meeting their expectations.
4. We note that there was rigorous academic research underlying all teaching.
5. The curriculum is of national and international quality, and a wide and diverse range of material is being covered.
6. There is evidence of a sustained track record of graduates securing positions in both the public and private sectors, and for pursuing further higher education (for example graduates employed in the New Zealand Treasury and Reserve Bank, and undertaking PhDs at top world universities).
7. We commend the Dean of Business for raising the Graduate Profile in the terms of reference, as it promotes discussion and fosters the potential for future dialogue and development.

The panel made the following recommendations:

1. That future reviews of postgraduate offerings in colleges adopt broader terms of reference. This might entail reviews that are more comprehensive and time-consuming but fewer in number.
2. That more guidance on degree and course choice is offered to intending students. A postgraduate student adviser might be appointed.
3. In order to foster and improve student achievement, we recommend that the already strong relationship with the Academic Skills Centre be further strengthened.
4. That issues concerning the copyright of theses deposited in the UC Research Repository be investigated by the UC Postgraduate Committee.
5. That the Advisory Board continue to be drawn upon in developing avenues for preparing students well for the professional world.

6. That ACIS and MME consider offering 30-point research methods courses that are combined in the first term of teaching.
7. That the BCom(Hons) be retained, and no extra Diploma be introduced.
8. That the 'real world relevance' of the programme be discussed, and that the possibility of further internships and engagement with the business community be explored.
9. That a robust and reciprocal relationship be established with Ngāi Tahu to ensure continuing engagement that will feed into pedagogy and curriculum content.
10. That to foster dialogue, and build upon UC's unique bicultural commitment, that there be professional training, and relationship building with the Office of the Assistant Vice-Chancellor Māori, the Ngāi Tahu Research Centre and the Centre for Entrepreneurship. That the relationship with the Kaiārahi is built upon.
11. That the Kia Ngaringari initiative is made use of to hire new staff.
12. That, as Information Systems already does, consideration be given to the possibility of all departments offering the flexibility of both 60 and 90 point theses.

## Terms of Reference BCom(Hons)

The Review Panel was required:

1. To assess whether the Bachelor of Commerce with Honours meets national and international standards,
2. To identify:
  - a. areas that may benefit from changes and/or improvements, in particular focusing on:
    - i. meeting national and international standards
    - ii. achieving the stated graduate attributes
    - iii. meeting professional or employer requirements
  - b. areas that are exemplars of good practice.

In addition, the Panel was invited to address the following questions:

3. Does the programme prepare students well for the professional world?
4. Does the programme prepare students well for higher postgraduate level academic study?
5. Should the research methods papers be combined into a single course for all majors?
6. Given the small number of students now taking the BCom(Hons) would this degree be better replaced by a Postgraduate Diploma which is more internationally recognised but still provide an exit qualification for the MCom?

The Review Panel was invited to include comment, recommendations and commendations in their report.

## Terms of Reference MCom

The Review Panel was required:

1. To assess whether the Master of Commerce meets national and international standards,
2. To identify:
  - a. areas that may benefit from changes and/or improvements, in particular focusing on:
    - i. meeting national and international standards
    - ii. achieving the stated graduate attributes
    - iii. meeting professional or employer requirements
  - b. areas that are exemplars of good practice.

In addition, the Panel was invited to address the following questions:

3. Does the programme prepare students well for the professional world?
4. Does the programme prepare students well for higher postgraduate level academic study?
5. Given UC's move to a common graduate profile, does the programme adequately address the five pillars of the graduate profile? That is, students will be:
  - Critically competent in a core academic discipline
  - Work ready, innovative and entrepreneurial
  - Bi-culturally confident and competent
  - Globally aware and connected
  - Engaged with the Community
6. Should there be a single variant of the 180 point MCom rather than the current hybrid version where different majors choose to have either a 60 point dissertation or 90 point thesis.

The Review Panel was invited to include comment, recommendations and commendations in their report.

## The Review Process

The panel was given an extensive and impressive Review Portfolio, and a succinct Self Review Report written by Dr Ross James, Dean of Business. We convened from Wednesday, 16 August to Friday, 18 August 2017 (please refer to Appendix 2 for the site visit programme details and appendices 3, 4 and 5 for further details of those with whom we met).

Appendix 1 lists the contents of the Review Portfolio.

## General Comments:

The panel considered the Terms of Reference to review the BCom(Hons) and MCom, as too narrow. To address some of the legitimate concerns that were raised, we would have needed to examine the much wider range of postgraduate offerings. Currently the Business School offers the following: MAFE, MBA, MBIS, MBM, MFM, MPA, PGCertStratLdrship, PGDipBus, PGDipBIS. (The interested reader is referred to the Calendar for the meanings of these acronyms). In addition, students of some disciplines (e.g. Economics) can pursue the MA, MSc, BA(Hons) or BSc (Hons).

During the visit there was discussion as to whether the School (at the postgraduate level) should look at degree offerings which emphasized the 'research' elements versus the 'conversion' elements. There are examples of both types of offerings within the School, with the BCom and MCom, with dissertation components, being examples of the former and Executive Development Programmes (EDP) the latter. We were not able to discuss this issue fully as our brief did not allow this, but it was clearly a matter that entered our discussions.

Due to the success of the conversion master qualifications, there was some concern raised that some individual postgraduate papers might have consistently low enrolments and thus be inefficient users of staffing resources. We found little evidence for the existence of such papers (after considering cross-coding etc.), but it is possible that a broader-based review might have done so.

In conclusion, we recommend to the Academic Board and Vice Chancellor that future reviews of postgraduate offerings in colleges adopt broader terms of reference. This might entail reviews that are more comprehensive and time-consuming but fewer in number (Recommendation 1).

It is unsurprising that some postgraduate students commented that they were confused by the degree choices. We sympathise and recognise their need for guidance. We recommend more guidance on degree and course choice through potentially appointing a postgraduate student adviser (Recommendation 2).

We heard staff express that some students are struggling in their studies. For students pursuing extensive research and writing projects for the first time, it is important that they are set up to succeed. While the concept of gaining a 'master' qualification is of appeal to students, it is often a considerable challenge to produce a dissertation or thesis.

Consideration of how undergraduate courses are preparing students for postgraduate work, and in particular, if there is a need for a research methods course at the undergraduate level

may be helpful. We note that some students are taking longer than anticipated to complete the thesis component of the MCom. Students expressed to us their appreciation of quiet and appropriate work space to work on their theses. In order to foster and improve student achievement, we recommend that the already strong relationship with the Academic Skills Centre be further strengthened (Recommendation 3).

The deposit of theses in the UC Research Repository and the associated need to clear copyright for these theses was raised as an issue. We recommend that this issue be taken up at the university level, as it likely applies to all UC postgraduate students (Recommendation 4).

### Specific Questions in the Terms of Reference for the BCom(Hons)

*Does the programme prepare students well for the professional world?*

We heard from some people that there is room to integrate course work with the professional world, and for thesis topics, where appropriate, to explore 'real world relevance'. There is an enthusiastic Advisory Board willing and able to assist. We recommend that the Advisory Board continue to be drawn upon in developing avenues for preparing students well for the professional world (Recommendation 5).

The issue of how well such degrees prepare students for the outside world is one that all universities grapple with and we heard some conflicting views during the course of our discussions. It is important that academic qualifications do much more than teach students to write reports or to interact with the world in a purely mechanical way. There must always be postgraduate degrees that offer the opportunity for critical thinking and to meet this aim, research-led degrees are important from the point of view of the students as well as of the members of the department. Teaching-led research and research-led teaching are both valuable and theses are a valuable way of maintaining this synergy.

*Does the programme prepare students well for higher postgraduate level academic study?*

Overall, the courses are in line with comparable universities in terms of coverage, rigour of coursework and do indeed prepare students well for higher postgraduate level academic study. We were provided with examples of students who have gone on to pursue PhDs.

*Should the research methods papers be combined into a single course for all majors?*

Under the Terms of Reference for the BCom(Hons) and MCom review, we were asked to consider whether the current 30-point research methods courses should be combined into a single course for all majors. By way of background, at the present time there are two 30-point research methods courses offered in the College. One is a combined research methods course for marketing and management (MGMT620 and MKTG620) and the other is a combined research methods course for accounting and information systems (ACCT614 and INFO614). In 2017, there were six students enrolled in the accounting and information systems course and 21 in the marketing and management course.

The panel noted the resourcing constraints within the School. Therefore, we considered that a shared research methods course could be valuable, if it was practical to apply.

Economics and Finance does not offer a research methods course. Therefore, the discussion below considers the potential for the Marketing, Management, Accounting and Information Systems disciplines to engage in a combined research methods course. Economics and Finance advised the panel that they have no need for a research methods course for their Honours or MCom programmes, as the students are exposed to research methods while doing advanced undergraduate studies and therefore a research methods course at postgraduate level would be superfluous. Notwithstanding this observation, we note the preference to have greater consistency across the departments in the School.

There is a precedent within the current programme for shared courses. For example, between the MBIS and INFO courses. There are also examples of augmented courses, where third-year courses are augmented for students studying at the post-graduate level.

Within the four departments, we found some degree of agreement that a common research methods course was possible, and potentially of some benefit. The general view was that MCom students were unlikely to need specific research skills and if they were to transition to a PhD then any specific research skills that were required for the PhD could be developed at that time. Instead, a good exposure to a range of ideas – akin to a toolbox – is preferred at this level.

It was noted that reference to the Course Outlines of the research method courses currently offered at the 600-level showed some degree of overlap. We were advised that in one prior year – due to resourcing constraints – the research methods courses were combined across the four disciplines. We were not advised of any problems that arose from these arrangements.

A view was also expressed that in combining too many subjects, the research methods course may lose relevance for some students, as they may not be able to relate to what they are learning. The general consensus seemed to be that while there was scope for some coordination of the research method courses, there was also the need for some discipline-specific research methods exposure. One suggestion was that the current research methods course could be combined across disciplines in the first term, and then split to be discipline-specific in the second term.

We recommend considering the possibility of combining two 30-point research methods courses in future offerings for the first term. We perceived a high level of goodwill between the departments that would not be affected by this change and believe that this would be beneficial for both the students and the School (Recommendation 6).

*Given the small number of students now taking the BCom(Hons) would this degree be better replaced by a Postgraduate Diploma which is more internationally recognised but still provide an exit qualification for the MCom?*

The panel was asked to consider whether it would be advisable to phase out the BCom(Hons) degree and to introduce a Postgraduate Diploma in Commerce in its place.



There were some grounds for considering this: BCom(Hons) enrolments have been falling as more students take up the option of completing a fast-track 180 point Master degree. Moreover, outside of Australasia many overseas employers struggle to place the BCom(Hons).

The advice we received was virtually unanimous: to retain the current Honours degree and not introduce the Diploma. The panel agrees with this advice and recommends that the BCom(Hons) be retained, and no extra Diploma be introduced (Recommendation 7). Our chief reasons for this recommendation are:

1. Although BCom(Hons) enrolments are quite low and unlikely to recover greatly, the cost and workload of offering the degree is very low. The key point here is that students take the same individual courses (papers) as in the more popular Master's degrees.
2. There is a current market within New Zealand and Australia for graduates with BCom(Hons) degrees (e.g. Treasury and the Reserve Bank).
3. A number of students find it useful to obtain a postgraduate qualification in nine months, particularly those who want to take up summer internships.
4. While a Postgraduate Diploma would be a recognised qualification overseas, there is no evidence that it would be regarded as a good qualification. It appears to have a taint of MCom (failed).

#### Specific Questions in the Terms of Reference for the MCom

*Does the programme prepare students well for the professional world?*

This is covered in the same question for the BCom(Hons) covered above.

*Does the programme prepare students well for higher postgraduate level academic study?*

This is also covered in the same question for the BCom(Hons) covered above.

Given UC's move to a common graduate profile, does the programme adequately address the five pillars of the graduate profile? That is, students will be:

- Critically competent in a core academic discipline
- Work ready, innovative and entrepreneurial
- Bi-culturally confident and competent
- Globally aware and connected
- Engaged with the Community

In October 2014 UC Council endorsed the UC graduate profile, and approved the associated Learning Outcomes. "The UC Graduate Profile aims to produce graduates who are

distinctive in the knowledge, skills and attributes which position them to respond in the one nation, two peoples and multicultural society of Aotearoa New Zealand, and also to provide distinctiveness in an international context.” Such a Profile is unique among domestic universities, and internationally the biculturally competent and confident attribute is a significant point of difference.

The panel heard a variety of opinions concerning the graduate profile. We note that students coming through UC should be familiar and competent with the graduate profile before commencing postgraduate study, as the current phase of development focuses on implementing the attributes at the undergraduate level. Such students will arrive for postgraduate study with expectations.

The programme definitely aims for students who are critically competent in a core academic discipline. There is evidence that the programme creates work ready, innovative and entrepreneurial graduates, although we did hear from some that they thought there could be more applied course work. The programme encourages global awareness and connectivity. The programme is engaged with the community, but there is room to explore if increased community engagement is desirable (see Recommendation 5 concerning drawing upon the Advisory Board). We recommend that the ‘real world relevance’ of the programme be discussed and that the possibility of further internships and engagement with the business community be explored (Recommendation 8). How might these be tailored to meet the graduate profile? How might there be better integration in course work with the ‘outside world’?

The bi-culturally competent and confident graduate profile is a work in progress. The need for bicultural competence and confidence in the Aotearoa New Zealand context is based on the country’s bicultural framework and commitments under Te Tiriti o Waitangi. We note that this attribute is a ‘point of difference’ for UC graduates and there is the opportunity to work with Te Rūnanga o Ngāi Tahu, a major commercial player in the South Island. These two programmes have the potential to significantly support the Ngāi Tahu tribal economy. Offering a unique population and experiences, Ngāi Tahu are major drivers in local, national and international commerce and business. The review panel recommends that one of the first priorities for these programmes needs to be the establishment of robust relationships with Ngāi Tahu to ensure continuing engagement that will feed into pedagogy and curriculum content. It is essential that such relationships are reciprocal. The aspiration is to produce graduates who understand Ngāi Tahu values and how Te Rūnanga o Ngāi Tahu works (Recommendation 9).

We recommend that in preparation for requirements to meet the graduate profile at postgraduate level, and for the enrolment of domestic students equipped with these skills, that those teaching into the degrees seek to widen students’ learning experiences and resources, and explore links and relationship building with the Office of the Assistant Vice-Chancellor Māori, the Ngāi Tahu Research Centre and the Centre for Entrepreneurship. This will strengthen the bi-cultural competency and confidence aspects of the graduate profile. Specifically, we recommend that the appreciated relationship with the kaiārahi continue to be built upon. We recommend that the provision of training, already present in the

programme, be built upon. UC offers a number of professional development workshops in these areas, including a course on pedagogy (Recommendation 10).

We recommend making use of the Kia Ngaringari initiative to hire new staff and lessen the burden on those with Māori expertise already working in the programmes (Recommendation 11).

*Should there be a single variant of the 180 point MCom rather than the current hybrid version where different majors choose to have either a 60 point dissertation or 90 point thesis?*

The consensus across ACIS and MME is that they like the idea of a 90 point dissertation (with an exception for IS where both 60 and 90 point dissertations are offered). Economics and Finance were of the view that they preferred a 60 point dissertation as it enabled more technical training to be offered to the students as part of their coursework and also allowed them to avoid the administrative burden of sending dissertations out for external evaluation.

The issue of the coursework requirement being higher for Economics and Finance is intimately tied to the issue of a single research methods paper across all majors. Our international panel member noted that all Research Council funded PhDs in the United Kingdom now require interdisciplinary research methods. This has led to 6 to 12 months being added to the PhD completion time depending on the background of the student in terms of inter-disciplinarity.

So, while there is a strong push for all social science and business research to adhere to a common research methods core, this typically will add to completion time not only for a PhD but also for a lower level postgraduate degree such as the MCom which has a strong implication in terms of resources.

Economics and Finance do not have a separate research methods module. This is justified by them by their offerings of courses (for example in Econometrics) which provide the necessary and focused research training needed by the students. This is an additional and important reason for Economics and Finance wishing to keep up their balance of taught versus thesis at 60:120 instead of 90:90, because a lot of the material cannot be learned as part of a research methods course but only in formal taught courses.

We believe there is some merit in considering a hybrid option (as Information Systems does) of offering a 90 point thesis in Economics and Finance to those students who are particularly academically oriented, and whose theses would bear the weight of proper external evaluation. Overall, the wishes of the individual departments should be respected especially as there is no consensus whatever in terms of being collaborative.

We recommend that, as Information Systems already does, there be departmental flexibility to offer both 60 and 90 point theses (Recommendation 12).



# **SCHOOL OF BUSINESS PROGRAMME REVIEW 2017 MCom, BCom(Hons)**

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17. List of thesis and Assurance of Learning (AoL) Reports available  
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## General UC Information

University Plans: <http://www.canterbury.ac.nz/theuni/plans/>

- Learning and Teaching Plan 2013-17
- Statement of Strategic Intent
- Rautaki Whakawhanake Kaupapa Māori 2012
  - Strategy for Māori development
- UC Pasifika Strategy 2014-18

## **Promotional Materials**

Promotional Materials available:

<http://www.bsec.canterbury.ac.nz/>

(some hard copies available at site visit)

## Appendix 2: Review Panel Site Visit Schedule

### **Base Room: LAW202A**

<b>Wednesday 16 August</b>		
6:30pm	Panel members meet with UC staff for introductions and a pre-dinner drink, followed by dinner at 7:00pm Attending: <b>Panel members plus</b> <b>Prof Sonia Mazey</b> , Pro-Vice-Chancellor <b>Dr Ross James</b> , Dean of Business <b>Prof Paul Ballantine</b> , Head of School	O.G.B. Restaurant (Old Government Building) 28 Cathedral Square Christchurch 8011  7:00pm
<b>Thursday 17 August</b>		
8:00–8:20am	Panel briefing	LAW202A
8:30-8:45am	Prof Sonia Mazey, PVC	LAW203
8:50-9:20am	Dr Ross James, Dean of Business	LAW202A
9:25-9:55am	Prof Paul Ballantine, Head of School	LAW202
10:00-10:30am	Morning Tea (Anindya Banerjee teaching 10:00-12:00)	LAW202A
10:30-11:00am	Natasha Guy, Accreditation Manager	LAW411
11:00-11:30am	Panel Session	LAW411
11:30am-12:00pm	Assoc Prof Alfred Guender, Graduate Studies Coordinator (ECON) Prof Glenn Boyle, MAFE Coordinator	LAW411
12:00-1:30pm	Buffet Lunch with current students	LAW236
1:40-2:10pm	ACIS: Associate HOD and Teaching Staff	LAW411
2:20-2:50pm	MME: Teaching Staff	LAW411
3:00-3:30pm	Dr Hamish Cochrane DVC (Academic) (afternoon tea)	LAW411
3:30-4:00pm	ECON/FINC: HOD and Teaching Staff	LAW411
4:15-5:00pm	Panel briefing	LAW202A



Friday 18 August		
7:30-8:30am	Breakfast: Advisory Board members and Alumni	LAW236
8:30-9:00am	Panel Briefing	LAW202A
9:00-9:30am	Rachel Wright (UCE), Catherine Moran (Grad Profile)	LAW411
9:30-10:00am	Darryn Russell and Mary Boyce	LAW411
10:30-11:00am	Morning Tea	LAW411
11:00-11:30am	Judith Coullie, WASS (Postgrad)	LAW411
11:30am-12:00pm	Chris Bridgman, Careers (Unable to attend on the day)	LAW411
12:00-1:00pm	Panel Session (Convenor Teaching 12:00-1:00pm)	LAW202A
1:00-2:00pm	Lunch	The Shilling Club (Booking: Katie)
2:00-3:45pm	Panel Session	LAW202A
3:45-4:30pm	Panel debrief: Dr Ross James, Dean of Business Prof Paul Ballantine, Head of School	LAW203

## Appendix 3: Staff and HOD meetings

<b>Associate HOD and Teaching Staff ACIS</b> <b>Thursday, 17<sup>th</sup> August 2017</b> <b>1:40 – 2:10pm LAW 411</b>	
Assoc Prof Annette Mills	Information Systems
Assoc Prof Beverley Lord	Accounting/Management Accounting
Assoc Prof Michael Falta	Financial Accounting
Dr Neil Crombie	Associate HOD/Management Accounting
Dr Susan Wild	Accounting
<b>HOD and Teaching Staff MME</b> <b>Thursday, 17<sup>th</sup> August 2017</b> <b>2:20 – 2:50pm LAW411</b>	
Prof Colleen Mills	Management
Assoc Prof Ekant Veer	Marketing
Assoc Prof Joerg Finsterwalder	Marketing
Prof C. Michael Hall	Marketing
Dr Paul Knott	Strategic Management
Dr Sanna Malinen	Associate HOD/PG Coordinator/HR Management and Organisation Behaviour
Dr Sarah Wright	PG Coordinator/Organisational Behaviour
<b>HOD and Teaching Staff ECON/FINC</b> <b>Thursday, 17<sup>th</sup> August 2017</b> <b>3:30 – 4:00pm</b>	
Assoc Prof Richard Watt	Head of Department/Microeconomics
Prof Bob Reed	Econometrics/Advanced Applications Finance and Economics

## Appendix 4: List of Advisory Board and Alumni

<b>Breakfast Meeting with Advisory Board and Alumni</b> <b>Friday, 18<sup>th</sup> August 2017</b> <b>7:30am – 8:30am LAW 236</b>	
<b>Advisory Board</b>	
Dieter Adam	CEO, NZ Manufacturers & Exporters Association
Andrew Cliffe	ANZ Regional Manager Commercial, Christchurch
Nathan Wylie	Partner, PwC UC Business School Advisory Board member.
<b>Alumni</b>	
David Ma	MCom (Taxation) completed 2015
Harrison Waddell	MCom (Taxation) Thesis submitted 14/08/2017
Yoko Takashima	MCom (Marketing)
Helen Wright	MCom (Accounting) (120pt)

## Appendix 5: List of current students

<b>Buffet Lunch with Current Students</b> <b>Thursday, 17<sup>th</sup> August 2017</b> <b>12:00 – 1:30pm LAW 236</b>		
<b>Current MCom Students</b>		
Rodrigo	Balcazar Cruz	Marketing
Edward	Commons	Marketing
Stewart	Li	Accounting
Anna	Little	Management
Matthew	Little	Management
Renee	Nicholson	Accounting
Xiaohan	Zhang	Accounting
<b>Current BCom(Hons) Students</b>		
Gregorius	Steven	Finance/Economics
Matthew	Williamson	Economics/Political Science

**University of Canterbury**

**A Review of the Postgraduate Degrees and  
Programmes**

Bachelor of Science with Honours (BSc Hons)

Master of Science (MSc)

Postgraduate Diploma in Science (PGDipSc)

**A Report Prepared for the College of Science**

**September 2017**

D Crabbe  
D Cusack  
W Davison  
S Masters  
J Walsh

### **Recommendation 1**

**That clear postgraduate pathways in science from the undergraduate degree to a qualification for employment or for progression through to a PhD be established by:**

- a. maintaining the BSc (Hons) as a high quality 120 point terminal qualification, and also as a preparation for direct entry into PhD enrolment.**
- b. maintaining the PGDipSc as a first year of the 240 point MSc, particularly for students who are not committed to research in their fourth year, for international students who have sponsorship for postgraduate study, and for students who exit early from the MSc programme.**
- c. developing forms of communication that present these and other postgraduate options with clarity as to their potential function.**

### **Recommendation 2**

**That the BSc (Hons) be set at 120 points across all programmes in the College including a research project component of between 30 and 60 points, with a minimum of a B average for entry.**

### **Recommendation 3**

**That enrolment in a higher qualification from any lower qualification be allowed for, subject to evidence of academic readiness.**

### **Recommendation 4**

**That clear fitness-for-purpose criteria be established for developing new and sustainable 180 point Masters, which should continue to be professionally orientated towards appropriate sectors, but at the same time provide an academic foundation for potential further study.**

### **Recommendation 5**

**That all postgraduate programmes have research methods embodied within their coursework, and the establishment of common and core modules within those courses be explored for greater efficiency and connection across disciplines.**

### **Recommendation 6**

**That courses be semesterised, where that has not happened already, in order to increase flexibility for students and staff.**

### **Recommendation 7**

**That the restriction on repeating courses be reviewed and lifted for the Honours programme, Part I Masters and the PGDipSc.**

### **Recommendation 8**

**That regular and consistent use be made of external examiners to look at the quality of both student work and of course design.**

### **Recommendation 9**

**That departments explore the most effective and efficient use of central and departmental resources by:**

- a. continuing to manage the local provision and organisation of technical, IT and teaching support, supplemented, where necessary, by centralised support.**
- b. working closely with relevant central staff in supporting and inducting postgraduate students into the wider university community.**

### **Recommendation 10**

**That new initiatives and arrangements be explored to counteract any negative effects of new accommodation plans on connectivity among academics, technicians and students.**

### **Recommendation 11**

**That the College of Science continue its discussion with the Office of the AVC Māori to give practical meaning to acquiring bicultural competency and confidence, and with Pasifika to implement the Pasifika plan.**

## **Introduction**

As part of its continuing quest to provide the best education possible for its students, the University of Canterbury commissions regular reviews of its academic programmes. The last review of the BSc(Hons), MSc and PGDipSc occurred in 2008 and generated a number of recommendations, the bulk of which have been acted upon. Since that time, Christchurch has been shaken by a number of earthquakes, the student population has changed dramatically and the University is in the middle of a major rebuild. The College of Science is about to take possession of the Rutherford Regional Science and Innovation Centre (RRSIC), which will house the bulk of teaching and research laboratories. While this may not immediately change the way science is taught at both undergraduate and postgraduate levels, it does herald a new era, with the bulk of science housed in brand new, fit for purpose laboratories, which should lead to closer interdisciplinary ties and new ways of looking at science.

This review focussed on the BSc(Hons), MSc and PGDipSc programmes, often known as The Fourth Year, with the MSc leading on to a 5<sup>th</sup> year of research. The panel noted that there has been a marked shift in the numbers of students taking these degrees, in particular those students electing to take the BSc(Hons), and the review focussed on this.

### ***The different postgraduate options***

The panel spent a substantial amount of the available time considering how the existing postgraduate qualifications work together as a system of inter-related qualifications. The consideration focussed particularly on the international acceptability of the qualifications for those going overseas for further study and for employment in New Zealand as well as the student take-up of the qualifications, and the educational intention that they serve.

One of the main issues was the role of the BSc(Hons). At present the uptake of BSc(Hons) is very low: around 11 EFTS in 2016, or 3.5% of Canterbury's postgraduate science enrolments and similar in 2017. Our discussions with staff and students suggest that there are three principal reasons for this: (i) The Honours programme at 150pts is generally perceived to be too intense with the demands from the courses combined with a very significant commitment to the research project; (ii) The perception that the course is basically a preparation for a PhD is off-putting even to A-grade students who want to keep their future options open; (iii) the extra 30 points will cost around \$2000 more in fees.

A result is that many students progress to a PGDipSc or to Part I of an MSc, or in the case of Psychology, which is also a BA subject, to a 120-point BA (Hons). In most cases, students usually then progress to either MSc Part II, or to employment.

The future of Honours programmes is somewhat uncertain in the New Zealand context as the number of 180 point Masters programmes increases, but it still presents a number of immediate advantages. Firstly it provides a fast, one-year, track to PhD enrolment for the highest performing students. Secondly it attracts



student allowances for those eligible for them. Thirdly it is a recognised qualification in the British and Irish university systems, and provides a fourth year of specialised disciplinary study for entry to other international systems such as the US and Canada

From a 'delivery' cost perspective, the B.Sc. (Hons) courses are the same as those offered for the M.Sc. Part I and the PGDipSc. Apart from the research project, they therefore entail no additional cost apart from minor administrative costs. The panel could see no advantage in abandoning Honours at this stage, as was suggested in some discussions. It can remain as a direct one year pathway to enrolment into a PhD for the highest performing students in those departments that encourage that pathway, as well as a direct entry into MSc Part II.

The other 400 level pathway, the Postgraduate Diploma in Science (PGDipSc), also serves a purpose in that it provides an advanced fourth year of disciplinary study without the requirement to undertake research. Thus it is an interim step for students who are not yet committed to research or a terminal step for those who do not want, or are not able, to progress further. It also provides a pathway for international students undertaking the first year of postgraduate study to assess their capability prior to undertaking a research-based qualification.

Overall, the same set of courses serve three qualifications with efficiency and flexibility. It is important that these alternative pathways into postgraduate study, and where they might lead to on completion, be clearly outlined to prospective students in order to help them make informed choices about the options open to them.

### **Recommendation 1**

**That clear postgraduate pathways in science from the undergraduate degree to a qualification for employment or for progression through to a PhD be established by:**

- a. maintaining the BSc(Hons) as a high quality 120 point terminal qualification, and also as a preparation for direct entry into PhD enrolment.**
- b. maintaining the PGDipSc as a first year of the 240 point MSc, particularly for students who are not committed to research in their fourth year, for international students who have sponsorship for postgraduate study, and for students who exit early from the MSc programme.**
- c. developing forms of communication that present these and other postgraduate options with clarity as to their potential function.**

### ***The BSc (Hons) points value***

If the BSc(Hons) is to be maintained, then the panel believes strongly that reducing the programme to 120 points is desirable in order to bring it into line with other Honours programmes at Canterbury and nationally.

An Honours degree of 150 points is unusual and is possibly a deterrent to its success, particularly as there are other 120-point postgraduate options competing with it. The long-term viability of the Honours degree will be tested by giving it the same points value as Part I of the MSc and as the PGDipSc. Whether it attracts students in sufficiently large numbers in the future is not clear, but further consideration can be given to its usefulness at a later point.

In reducing the Honours programme to 120 points, attention will obviously need to be paid to tailoring the coverage of content and the research project to match the student workload represented by the points. If the numbers of enrolments increase significantly, the individual research projects could place greater demands on supervisors, a situation which could be partly offset by the definition of projects which require less investment of time of supervisors and technical staff. It was thought that research projects of 30 or 60 points would cater for those who progress to Part II MSc and those who wish to undertake a bigger preparatory study for PhD research.

The panel considered that the current entry level of a B+ average as unnecessarily restrictive at this point on the educational ladder. In order to increase flexibility and to encourage consideration of a number of entry criteria rather than GPA alone (for example professional experience between the undergraduate degree and the honours programme), the panel suggests that the entry specification be set at a minimum of a B average. This is in line with other BSc(Hons) programmes in the country.

## **Recommendation 2**

**That the BSc (Hons) be set at 120 points across all programmes in the College including a research project component of between 30 and 60 points, with a minimum of B entry.**

### ***Transition from one qualification to another***

Maximum flexibility in the system can be achieved by ensuring that the transition from a third year of undergraduate study to a fourth year and from a fourth year to a fifth year is not restricted by whatever has been completed in the previous year. This means that students at particular points can make decisions on the progression and qualification that suits their needs, whether research experience in a specific area or a broader disciplinary knowledge. Fixed and closed pathways reduces both flexibility and efficiency and the current system seems in the main to encourage flexibility.

If there is a greater take-up of BSc(Hons) by students, they will progress from a 3 year BSc, to a 4 year BSc(Hons), often followed by an MSc degree after an additional year (year 5), a structure which is streamlined and well understood by university systems and employers around the world.

The panel appreciate that any major changes to the awarding of degrees are best avoided, but we suggest that some consideration might, in the future, be given to

the concept of a BSc awarded to those students leaving after 3 years study or a BSc(Hons) awarded after 4 years study rather than the current system of awarding 2 degrees.

### **Recommendation 3**

**That enrolment in a higher qualification from any lower qualification be allowed for, subject to evidence of academic readiness.**

#### ***Professional Masters***

The panel also looked at the 180-point Masters that are emerging in the system. It noted that the main Commerce Masters degree (MCom) had been changed from a 240 point to a 180 point masters including a dissertation (60 points) or thesis (90 points). There was no appetite among those spoken with in the College of Science to make a similar change to the MSc degree. No one was advocating to reduce the substantial thesis component (120 points) in any way. The panel was in agreement with this view. It did, however, see the case for developing 180 point Masters degrees in specialist professional areas. An example of these are the Master of Applied Data Science, and the Master of Disaster, Risk and Resilience. Other professionally orientated degrees have 240 points (for example the Master of Geographic Information Science) and the decision on size is clearly dependent on the profession or professional bodies that the degrees serve, as well as the market.

In developing professional Masters' degrees, whether 'conversion' Masters or Masters building on undergraduate study, the panel felt that College or university guidelines would be useful and that the criteria used should again take account of flexibility for further study.

### **Recommendation 4**

**That clear fitness-for-purpose criteria be established for developing new and sustainable 180 point Masters, which should continue to be professionally orientated towards appropriate sectors, but at the same time provide an academic foundation for potential further study.**

#### ***Research methodology***

A critical understanding of the research process and experience of how data can be collected and interpreted to answer specific questions is a hallmark of postgraduate programmes. The best way to learn research methods is by utilising them in project and course work. Some departments may also wish to offer a course on research methods, which ideally could draw upon common or core modules which are offered by other departments or central support units. The potential of any such core courses should be explored for greater efficiency and connection across disciplines.

## **Recommendation 5**

**That all postgraduate programmes have research methods embodied within their coursework, and the establishment of common and core modules within those courses be explored for greater efficiency and connection across disciplines.**

### *Semesterisation*

A further issue that came up in panel discussions was that of semesterisation of courses. Courses that can be completed within a semester provide a more flexible basis for students choosing their course combinations. It is also more convenient for students visiting Canterbury for one semester and for staff who wish to go on research leave but who have a specialist commitment to their courses. Given that any full year course can usually be divided into two modules, the panel saw no reason to continue with full year courses.

## **Recommendation 6**

**That courses be semesterised, where that has not happened already, in order to increase flexibility for students and staff.**

### *Repeat or alternative courses*

The panel understands that a student in an Honours programme, MSc Part I and the PGDipSc is not normally permitted to repeat a failed course or take an alternative course. The panel was not certain of the actual practice in this regard, because exceptions are clearly permitted by the regulations, but it felt that this was an unnecessarily strict regime and does not allow for second chance assessment when performance slips for whatever reason. While there might reasonably be a restriction on the number of points that can be repeated or replaced, a more liberal approach was felt to be justified.

## **Recommendation 7**

**That the restriction on repeating courses be reviewed and lifted for the Honours programme, Part I Masters and the PGDipSc.**

### *External examining*

The panel understands that although external examination of postgraduate courses is allowed for, it is not always put into practice. External examination is an important part of the system of quality assurance unless an alternative practice has been put in place.

## **Recommendation 8**

**That regular and consistent use be made of external examiners to look at the quality of both student work and of course design.**

## ***Community***

Essential to a successful academic experience is a sense of belonging to a disciplinary academic community and at the same time a knowledge that there are wider university resources to access.

The panel noted that staff consider themselves to be members of departments/schools first and foremost, with their collective administrative, teaching and technical efforts contributing to its success. Since staff have technical expertise within their disciplines, which are not available or replicated in central support systems or other departments/schools, they are strongly committed to their discipline and their department/school. The best post-graduate experience and research arises from MSc or PhD students who are supported by, and feel part of, their department/school. Every effort should, therefore, be made to maintain the cohesive disciplinary communities of individual departments/schools.

It was not clear to the panel that there was consistent practice in drawing on central services to bolster the support from within. It was felt, then, that departments/schools should work closely with subject librarians, IT staff, and staff providing research and teaching support in the task of fully supporting and inducting postgraduate students into the wider University community.

### **Recommendation 9**

**That departments explore the most effective and efficient use of central and departmental resources by:**

- a. continuing to manage the local provision and organisation of technical, IT and teaching support, supplemented, where necessary, by centralised support.**
- b. working closely with relevant central staff in supporting and inducting postgraduate students into the wider university community.**

### ***Departmental/School connectivity***

New building work provides the opportunity of cultivating stronger links among different science departments by accommodating the technical staff and postgraduate students from a number of sciences (not including biology) in the same building. A unified provision of facilities also makes for cost efficiencies.

The panel felt, however, that in doing this, there is a risk of losing community connectivity at departmental level by housing academic staff in a different building from postgraduates and technicians. This concern was also expressed strongly by some of those who spoke with the panel. Any loss of connectivity will make greater demands on members of the department and will have a negative impact on teaching and research quality. Adjacent rooms and serendipitous corridor interactions are essential to a sense of connection. The building of bridges between a planned academic staff building (due for completion in 2019) will help communication, but not as much as shared accommodation and common coffee

areas. While the panel understood the rationale for the new configurations, it felt that deliberate plans to retain and enhance connectivity among the academics, technicians and students should be investigated.

### **Recommendation 10**

**That new initiatives and arrangements be explored to counteract any negative effects of new accommodation plans on connectivity among academics, technicians and students.**

#### *Graduate profile*

The university has a generic Graduate Profile (Appendix 3). While this is aimed at the undergraduate student population it should be applicable to all awards offered by the university. This generic profile has five themes, three of which are addressed in the specific postgraduate profiles: Employable, innovative and enterprising, critically competent in a core academic discipline, globally aware. Of the two attributes that are not mentioned, there is current discussion regarding bicultural competency. The panel were very impressed by presentations made by Liz Brown (Kaiārahi Mātua) and Pauline Luafutu-Simpson (Pasifika), particularly in terms of increasing both Māori and Pasifika involvement at the postgraduate level.

The Graduate Profiles for BSc(Hons), MSc and PGDipSc have recently been merged into a single document (appendix 4). The panel was of the opinion that the postgraduate programmes offered in Science generally meet these profiles and that while no further work is required to meet them, it would be useful to establish ways of communicating clearly to staff and students how and where they are developed in the programmes.

### **Recommendation 11**

**That the College of Science continue its discussions with both Māori and Pasifika to give practical meaning to acquiring bicultural competency and confidence.**

## **Appendix 1: The Panel**

### **Convenor**

Professor Bill Davison  
School of Biological Sciences  
University of Canterbury

### **Panel Members**

Associate Professor David Crabbe  
Dean of Education  
Victoria University of Wellington

Professor John Walsh  
Erskine Fellow (Geological Sciences)  
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## **Appendix 2: Terms of Reference – Review of MSc, BSc(Hons), PGDipSc**

- (a) Assess whether the BSc hons, MSc and PGDipSc qualifications meet standards acceptable to the panel for
  - a University of Canterbury degree,
  - New Zealand degrees in this discipline/these disciplines, and
  - international degrees in this discipline/these disciplines?
- (b) Assess the status, structure (including points) and characteristics of BSc(Hons) and its relative position with PGDipSc and part 1 of the MSc and make recommendations.
- (c) Consider the position and future of BSc(Hons) in the context of 180 degree Masters
- (d) Assess the status and characteristics of MSc and the PGDipSci. Take into account the relation of these qualifications to each other and the 180 degree Masters. Make recommendations.
- (e) Commendations.
- (f) Recommendations for improving all qualifications:
  - to meet University of Canterbury, national and international standards;
  - to achieve the stated graduate profile; and
  - to meet professional or employer requirements.



## Appendix 3:

### UC Graduate Profile

**The University of Canterbury is committed to ensuring students graduate from UC not just with a world class qualification, but with a number of attributes that will put them ahead of the pack as they begin their careers, and further down the track.**

UC is supporting our graduates with an uncompromising commitment to pushing the frontiers of learning and creating an academic environment where internationally-recognised teaching and research responds to a growing nation and a changing world. As a research-led institution, students at all levels of the University will continue to be taught or supervised by staff who are actively engaged in generating and disseminating new knowledge and who are internationally-recognised scholars in their chosen fields.

UC is determined that our students, through development of critical competence in their academic discipline, will graduate by 2018 with five key attributes:

- **Critically competent in a core academic discipline of their degree**

This is the core business of any University. Graduates will know and can critically evaluate and, where applicable, apply this knowledge to topics/issues within their majoring subject.

- **Employable, innovative and enterprising**

Students will develop key skills and attributes sought by employers that can be used in a range of applications.

- **Biculturally competent and confident**

Students will be aware of and understand the nature of biculturalism in Aotearoa New Zealand and its relevance to their area of study.

- **Engaged with the community**

Students will have observed and understood a culture within a community by reflecting on their own performance and experiences within that community.

- **Globally aware**

Students will comprehend the influence of global conditions on their discipline and will be competent in engaging with global and multi-cultural contexts.

## **Appendix 4: College Graduate Profiles**

### **College of Science**

#### **Science Graduate profiles**

A graduate profile describes the proposed graduate outcomes, which students are expected to meet. The graduate profiles for the Science awards are generic in nature because of the range of disciplines within the awards.

*Graduate Profile: attributes in common to BSc(Hons), MSc, PGDipSc*

#### **A graduate is expected to be able to:**

##### *Personal attributes*

Demonstrate advanced knowledge of a subject of science and an ability to apply scientific principles and concepts

Independently solve problems through the application of scientific knowledge and methods

Demonstrate the ability to think independently

Demonstrate an understanding of advanced theoretical concepts within a specialist area of science

Effectively access and use information relevant to the subject

Apply knowledge and skills to new situations

Demonstrate skills for lifelong learning

Work Independently

##### ***Interactive Attribute***

Communicate effectively both in written and spoken English

*Graduate Profile: attributes in common to BSc(Hons) and MSc*

#### **A graduate is expected to be able to:**

##### *Personal attributes*

Understand, evaluate, access and critically review new information, including findings and discussion in the literature

Research, analyse, evaluate, and argue from evidence

Plan and carry out a specific programme of scientific research

Demonstrate an understanding of sophisticated theoretical subject matter

Work collaboratively on tasks and show leadership

*Interactive Attributes*

Communicate concepts, results and conclusions related to research findings

Design and carry out field work and/or work collaboratively on research to a level required by the discipline in which the degree programme was completed.

Graduate Profile: attributes related to BSc(Hons) only

Engage in intellectual analysis, criticism and problem solving

Perform under a demanding workload

Graduate Profile: attribute related to MSc only

Engage in rigorous intellectual analysis, criticism and problem solving

Graduate Profile: attributes related to PGDipSc only

Engage in intellectual analysis and problem solving

Understand, evaluate, access and critically review new information

Analyse, evaluate, and argue in support of conclusions